



Committee and Date

Audit Committee

22nd February 2022

10 am

Item

Public

DRAFT INTERNAL AUDIT ANNUAL PLAN 2022/23

**Responsible
Officer**

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1. Synopsis

The risk based Internal Audit Plan, 2022/23 is presented to Audit Committee for approval. It will evaluate the effectiveness of the Council's risk management, internal control and governance processes across all Directorates and report this in the Annual Governance Statement.

2. Executive Summary

- 2.1. This report provides Members with the proposed risk based Internal Audit Plan for 2022/23. The annual plan will provide coverage across the high risk areas of the Council and delivers internal audit services to a range of external organisations. It takes account of issues identified by the clients' risk management frameworks, including the risk appetite levels set by management for the different activities or parts of the organisations audited. The proposed plan considers the requirement to produce an annual internal audit opinion and assurance framework. Some minor adjustments may be needed before the plan is finalised; if significant, these will be agreed by the Section 151 Officer and reported to a future Audit Committee.
- 2.2. Given the need to respond flexibly to both the Council's demands and the available resources in the team, at different times throughout the year, the plan is designed to ensure that all external contracts are completed and for Shropshire Council, must do areas of work are delivered alongside an element of high risk audits. This leaves an unplanned element to be allocated as resources become available. Allocations will be made on risk priority matched to auditor skill sets from high risk areas within the Council not covered in the planned element. The Internal Audit plan is set out in **Appendix A** and the call off list of high risk areas for unallocated work, **Appendix B**. Delivery outcomes will continue to

be reported to Audit Committee through the standard performance reports.

3. Recommendations

- 3.1. The Committee are asked to consider and endorse, with appropriate comment, the approach taken to create the proposed Internal Audit Plan for 2022/23 and approve its adoption.

REPORT

4. Risk Assessment and Opportunities Appraisal

- 4.1. Under the Audit Committee's terms of reference, reviewing the risk-based audit plan, including internal audit resource requirements, the approach to using other sources of assurance and any other work upon which reliance is placed, is an important responsibility. In considering this plan Members should be assured that it is linked to the Council's key risks and provides enough coverage to ensure a reasonable opportunity to identify any weaknesses in the internal control environment. Risks identified as being critical to the Council's operations will be reported and rectified where possible and viable.
- 4.2. Areas to be audited within the plan have been considered using risk register information both operational and strategic.
- 4.3. The recommendations contained in this report are compatible with the provisions of the Human Rights Act 1998. There are no direct environmental, equalities, consultation or climate change consequences of this proposal.
- 4.4. The Internal Audit Annual Plan satisfies both the Public Sector Internal Audit Standards (PSIAS) and the Accounts and Audit Regulations 2015 part 2. The latter sets out the requirements on all relevant authorities in relation to internal control, including requirements in respect of accounting records, internal audit and review of the system of internal control. Specifically:

'A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.'

5. Financial Implications

- 5.1. Costs associated with the proposed plan will be met from within the approved Internal Audit budget. Where activities are being delivered in

response to COVID pressures, funding from the Government will continue to be used to offset costs.

6. Climate Change Appraisal

6.1. This report does not directly make decisions on energy and fuel consumption; renewable energy generation; carbon offsetting or mitigation or climate change adaptation. However, the work of the Audit Team will look at these aspects relevant to the governance, risk management and control environment of the Council.

7. Background

7.1. The provision of a risk based Internal Audit Plan consistent with the Council's goals is an essential part of ensuring probity and soundness of the Council's internal controls, risk exposure and governance framework. The plan has been devised to ensure that it delivers against the PSIAS and the requirement to produce an annual Head of Internal Audit opinion and assurance framework. In so doing it can be confirmed that the plan covers the following activities:

- Governance processes
- Ethics
- Information technology governance
- Risk management and
- Fraud management.

7.2. The 2022/23 Internal Audit year has and continues to be impacted on by the Covid pandemic and the future has more unknowns. Adjustments to the 2021/22 plan have been updated in separate performance reports to Audit Committee Members. In planning for 2022/23, it would be remiss if the impact of COVID was not a consideration in both the approach to agreeing a plan and what the plan will be with so many unknowns.

7.3. The audit risk assessment is reviewed annually with the Chief Executive, Executive Directors including the s151 Officer and Heads of Service to ensure that it remains robust and relevant to the needs and risk profile of the Council. The process also recognises that the Council is embarking on a programme of refocus and continuing to seek service improvements using innovative approaches in providing services, all against a background of reducing resources and a transformation into a digitally enabled Council.

7.4. When considering the risks affecting audit areas, account has been taken of:

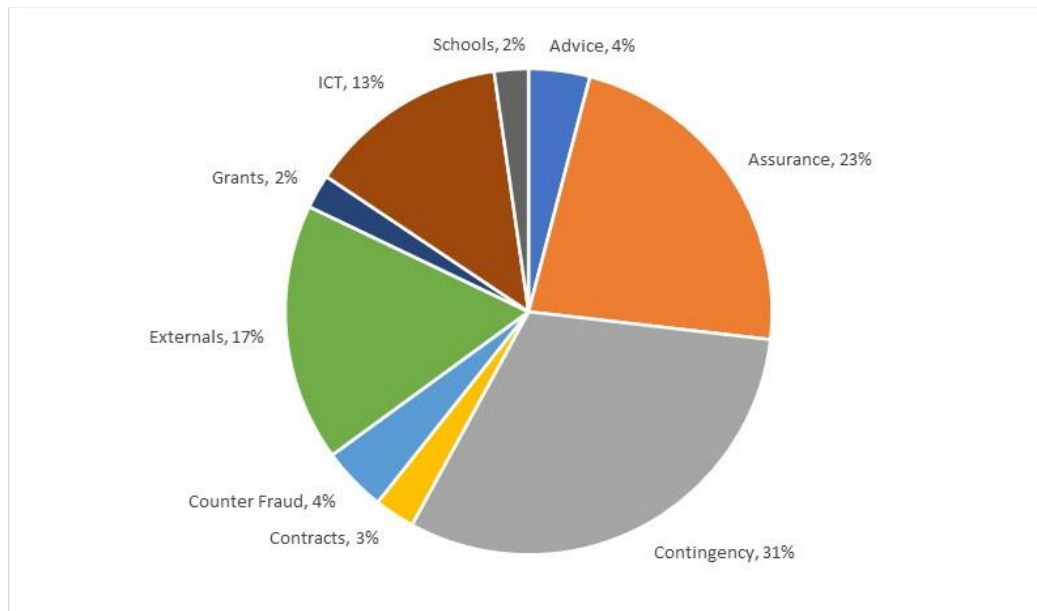
- changes to and the introduction of new services;
- the refocus programme, refined principles and business plans of the Council;

- budget pressures and saving commitments;
- previous audit findings;
- opening and closure of establishments;
- comments from the external auditors on scope and coverage to ensure the work of Internal Audit does not duplicate that of the external auditor;
- Audit Committee terms of reference;
- increased partnership working or different delivery models for future service delivery;
- risks identified by the risk management process;
- school budget deficits and self-assessments;
- large contracts likely to be undertaken; and
- assurances from services, internal governance and external parties.

7.5. Top risks facing councils include responding to the pandemic and other emergency situations; continuing pressures on finance and therefore financial resilience; the changing high street; income collection and problem debt; commercialism; supply chains and third party risks; increasing demand on services; growth and complexity demands on social care functions; environmental, social and governance issues; cyber security and digital services; attraction of and retention of staff with enough experience, knowledge and capacity to manage risks and reduce the potential for waste, losses or inefficiencies. all of which have been considered when formulating the plan.

7.6. The Council continues to respond to the impact of COVID and has a refocus programme underway, all impacting on a high number of service areas, processes, risks and therefore controls. In addition, because of the changing control environment, areas reviewed continue in part to attract lower assurance levels than previously. Follow up of these is a must do in respect of unsatisfactory audits, with only a proportion of limited assurance audits being revisited within current resources.

7.7. **Appendix A** provides the summarised Internal Audit plan and identifies a planned day requirement of 1,019 days for Shropshire Council audit work and 211 days of work for external clients, broken down by type in the chart:



Resources

- 7.8. The team has provision for posts for just short of 12 full time equivalents with a mix of skills in finance, information technology, contract management, governance, establishments, systems, counter fraud, investigations and project management. At the time of writing this report resignations of two full time and a part time Auditor are expected; two Auditors are brand new to the team and a third is a continuing trainee, leaving a current vacancy and four and a half experienced Auditors and Principals in addition to the Head of Audit. Resources are low and recruitment is planned, the impact on the team's availability to deliver cannot be underestimated at this stage. Given the mix of the remaining team there will be continuing mentoring, coaching and supervision demands alongside delivering audits to ensure the sustainability of the service looking forward. Skills continue to be developed across the wider team and funding for external contractors from any vacancy monies will be considered if recruitment is unsuccessful.
- 7.9. The Audit Plan for 2022/23 has been subjected to a radical review to ensure maximum benefit to the Council with available resources. Based on a risk analysis approximately 3,705 days are required to review all high-risk areas. With current resources it would take four years to cover all high risk areas. Review areas attracting a lower risk have not been considered in this year's planning process and are noted in **Appendix C**. Resources available after deducting allowances for non-chargeable time (leave, management meetings, administration, etc.); and chargeable time (attendance at corporate officer and member meetings, responding to legislation, s151 officer work requests, training etc.) amount to 1,230 days of which 211 are to be used on providing services to customers other than Shropshire Council leaving a balance of 1,019 days. A prudent estimate given recruitment challenges.

7.10. To respond to the unknown availability of resources for the year as recruitment is undertaken, the plan has been designed in two parts; Planned audits (62%) that need to be delivered and a contingency for unplanned audits (38%). As audit resources become available, reviews off a call off list will be identified for completion dependent on the skill set of the Auditor. The call off list of audit areas is prioritised based on risk and will ensure high risks are focused on; it removes the need to spend time replanning as new resources become available and work can be assigned almost immediately by any Principal Auditor. **Appendix A** provides details of the areas that Audit will review during 2022/23 and **Appendix B**, the call off list for currently unplanned work that will be prioritised.

7.11. Members are reminded that where Audit cannot provide independent assurance, they can at any time, request Managers for any of the areas identified to provide assurances directly to them; this should be considered by Members especially for items listed in **Appendix B** that are not guaranteed an audit in the next twelve months.

7.12. Contingencies for fraud and advice, if not required in full this year, can be re-allocated and higher priority reviews brought back into the plan.

7.13. In considering the plan for 2022/23 the key items to note are:

- Included in the plan are several key partnerships and fundamental systems including the Payroll system, which is of a high material value to the Council's operations and requires regular review.
- A separate risk-based analysis of the IT audit areas has been conducted and assessments of applications, projects, developmental changes, new technology, changes to guidance and follow ups in areas requiring improvements are planned. IT continues to form a significant part of the internal audit plan reflecting the Council's reliance on technology and digital transformation requirements as services are redesigned and the threat of cyber risks expands. This work underpins the Council's principle to make digital the preferred way to work and transact.
- Time has not been allocated to respond to COVID or other business continuity pressures, these will be met from the unplanned audit contingency if required. Auditors at the time of writing this report are supporting business grants and hardship assessments for the Council due to demand following the Omicron strain, but it is hoped that there will be little or no further involvement in the future.
- The counter fraud contingency is reduced to 50 days to accommodate the current resource levels. Based on experience

this is tight and will need readjustment of other plan pressures if demands in this area are higher.

- Internal Audit will continue to request schools to complete a self-assessment process on a three-year basis. The Headteacher will be asked to share the self-assessment with both the Chair of Finance and Governors and seek their sign off to it. This approach will enable provision of a more rounded assessment of processes to support the s151 Officer's wider assurance of the school environment.
- To accommodate new recruits; establishment audits and compliance testing are built into plans to support their training and development. This includes audits of schools; comfort funds; parks and countryside sites; procurement cards; travel and subsistence claims. Analysis at this level will inform the counter fraud control environment and offset the reduced fraud contingency risks. Selection of specific establishments will be based on knowledge of the risks; responses to self-assessments; follow a direct request from an Executive Director or senior manager with a validated concern; be a response to where there is suspicion of wrongdoing; where there are known concerns around the financial management of the establishment; or where a senior statutory officer raises concerns in respect of processes that need to be reviewed. In the case of schools, issues such as deficits; changes to the risk environment; non-return of SFVS (Schools Financial Value Standard) or self-assessments may also instigate a review.
- Procurement, commissioning and contract management continue to be priority areas and, as such, there are planned initiatives in these areas and additional work will be prioritised from the call off plan. Work is planned on financial evaluations of companies tendering for work.
- The unplanned contingency additionally provides an opportunity to respond to new initiatives that may arise during the year, for example, where services are moving to new delivery models, exit reviews will be conducted to ensure that transfers are conducted appropriately and at minimum risk to the Council; where new systems or processes are being designed or established, advice will be provided at development and testing stages; in addition to being able to respond flexibly once new recruits are employed. This is increased this year to reflect the high level of vacancies expected and flexibility of approach required.
- Consultation with the Chief Executive and Executive Directors have identified a few areas where they would like assurances, most of these are high risk and as such included in the plan. Senior

managers have fed into the final draft plan and opinions canvassed on review areas.

- The plan provides continual professional development and training for auditors during the year. This helps to retain staff, future proof the skills of team members and build skills in areas where updated knowledge is required for the benefit of the Council, external clients and the auditors. To reflect the number of Auditors new to the Council and in some cases Audit, the plan continues to allow for inclusion of review areas to support professional training courses that based on risk alone would not be covered in the plan.
- Decisions based on current data and intelligence is another of the Council's principles and the increased use of data analytics within Audit will support both testing and focus, as well as providing information on where controls can be improved alongside quality of the systems used. This will build on the work already in place which has been used to add value to finance and payroll work practices to date.
- Resources are allocated to provide internal audit services to external clients: Shropshire Towns and Rural Housing, Shropshire Pension Fund, Comovii, West Mercia Energy, Oswestry Town Council and various honorary, voluntary and grant funds. In addition, audit time is allocated to review areas of significant risk which are being considered for transfer to other delivery models.

7.14. A copy of the draft plan for Shropshire Council and those of our external clients will be forwarded to the appropriate external auditors inviting their comments on coverage and to maximise any shared learning from each other's work.

7.15. Every effort has been made to include all key audit areas required in the plan. If other items are identified from discussions with colleagues from External Audit, or as knowledge becomes available from other sources, these will be agreed with the Section 151 Officer and reported to a future Audit Committee

8. Conclusions

8.1. The plan is designed to allow for appropriate coverage aligned to the PSIAS and to be flexible enough to respond to the changing risk environment of the Council.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Audit universe and resources analysis
Public Sector Internal Audit Standards
CIPFA Audit Committees, Practical Guidance for Local Authorities and Police, 2018 edition
Accounts and Audit Regulations
Horizon Scanning Challenges and Opportunities in 2022, Mazars
Risk in Focus – Hot topics for Internal Auditors ECIIA 2022
CIPFA BGF Internal Audit Open Engagement June 2021
IIA Tone at the Top Dec 2021

Cabinet Member (Portfolio Holder)

Lezley Picton (Leader of the Council) and Brian Williams (Chairman of Audit Committee)

Local Member N/A

Appendices

Appendix A: Summary of Draft Internal Audit Plan by Service,
Appendix B: Unplanned Call Off List: Audit areas of high priority for which no dedicated provision is made in this year's Internal Audit plan.
Appendix C: De Minimis Audit areas: Where managers will be able to provide any necessary assurance.

APPENDIX A**2022/23 SUMMARY OF DRAFT INTERNAL AUDIT PLAN BY SERVICE**

	Days
CHIEF EXECUTIVE	
Governance	14
Total Chief Executive	14
RESOURCES	
Finance, Governance and Assurance	133
HR	57
ICT	104
Information Governance	24
Total Resources	318
HEALTH AND WELLBEING	
Public Health	10
Total Health and Wellbeing	10
PEOPLE	
Adult Social Care	15
Children's Social Care	8
Safeguarding	14
Schools	28
People	65
PLACE	
Bereavement	15
Culture and Heritage	58
Business Enterprise and Commercial Services	10
Economic Development	5
Infrastructure and Communities	41
Total Place	129
CONTINGENCIES	
ICT Contingency	20
Advisory Contingency	30
Fraud Contingency	50
Unplanned Audit Contingency	383
Other non-audit chargeable work	199
Total Contingencies	682
Total Shropshire Council	1,218
External Clients	211
Total Audit Plan	1,429

Appendix B

Unplanned Call Off List: Audit areas of high priority for which no dedicated provision is made in this year's Internal Audit plan.		
Adaptations	ERDF Grant Claims	Patch Management
Adoption Process including allowances	Ethics/ Culture	Payroll - Self Service Facility
Adult Day Centre and Trading Unit reviews e.g. Acton Scott, Greenacres Rural Unit	External Catering Contracts	Payroll - verification to establishment
Adult Placements /Care Assessments	Facilities Management & Security	PC Replacement Programme
Adult Services Management Controls (Safeguarding)	Financial Rules	PCI Compliance
Adult Social Care: Financial Assessments	Flexi/ Annualised Time System	Performance Management & PI's
Adult Social care budget management	Flood Risk Management Arrangements	Performance Plus Online Register
Adult Social care caseload management	Food Safety	Personal Allowances
Agency and Consultancy Staff	Foster care	Personal Budgets - Deferred Payments
Anti-Money Laundering arrangements	Free Bus Entitlement Process	Personal Budgets / Direct Payments Finance Team- Adults
Antivirus Controls	Free School Meals	Personal Budgets / Direct Payments Support Services (POhWER replacement)
Application Development Management Arrangements	Funding & Programmes	Pest Control
Appointeeships/ Court of Protection and Deputyships	Galaxy - Libraries System	PFI
ARIS	GDPR / DPA / Freedom of Information	Physical & Environmental Controls
Assessments and looked after children	General Ledger	Planning
Asset Management Strategy	Gladstone - Leisure Centre system	Plans & Deeds- Security
Assistive Technologies including BOTS	Grey Fleet	Primary School Income Collection
Back-up arrangements	Hardware Inventories	Private Water Supplies
Bacstel-IP	Hardware Replacement Programme	Privileged User Security
Bank Contract	Health & Safety	Procurement Arrangements
Bankline	Highways Development Control	Procurement Strategy
Benefit Options Team	Highways Land Search	Project Management Adequacy of Arrangements
Benefits Administration Grant	Highways Maintenance - Bridges	Property Maintenance Select Lists
Bereavement Services Contract	Highways Maintenance - In house	Property Sales and Acquisitions
Bio Digester	Highways Maintenance - Term Maintenance -Kier	Property Services
Blue Badge Scheme	Highways Other Major Contracts	PSG Portal (SFG20)
Bring Your Own Device (BYOD)	Highways Permits	PSN (public sector network)
Broadband Contract / Grant	Highways Specialist Contracts	Public Health Contracts
BT Contract Monitoring	Highways Transfer of Maintenance Contracts to Town and Parishes	Public Health Funding /cross over & supporting processes
Budget Management and Control - Shire Services	Holiday Pay HR	Public Health Projects (Include CCG links)
Building Control	Home and Lone Working Arrangements	Public Health Risk Awareness Self-Assessment Tool
Business Continuity and Disaster Recovery	Homepoint IT System	Public Transport - Concession Fares
Business Continuity and Disaster Recovery - non IT	Host Operator Processing System (HOPS)	Pump House
Business Parks - Investment and Infrastructure	Housing & Planning Delivery Grant	Purchase Ledger P2P
Business Rates / NDR	Housing Benefits	Purchasing & Contract Arrangements
CALM	Housing Capital Client	Purchasing Domiciliary, Residential and Nursing Care: Adults, ALD, Mental Health
Capital Accounting System	Housing Client ALMO / STAR	Recharges - Internal Market
Carbon Emissions (NI 185) and Trading	Housing Options / Homelessness	Refocus Programme
Care Bill / Better Care Fund / Public Health Plans	Housing Provision - Development Cornovii	Registrars Booking System Zipporah Application
Case Management IKEN court bundling	Housing Rents Client Side	

Unplanned Call Off List: Audit areas of high priority for which no dedicated provision is made in this year's Internal Audit plan.		
Cash Offices - Regularity Audits	Housing Strategy	Regulation of Investigatory Powers Act (RIPA)
CASPAR	HR Policies	Remote Access, Citrix & VPN
Central Customer Services	Human Resources - JD's, PS's and Contracts, Leavers	Remote Support
CHARMS Adoption Service (IT)	Guidance for PT Workers	Rent of Council Owned Property (building and room lettings)
Children's Residential Care - contract management	Human Resources / Workforce Planning	Respite Care
Children's Social Care budget management	ICT Governance Process / Approvals	Safeguarding Support
Children's Social Care case management	ICT Project Financing and Recharges	Sales Ledger-Periodic Income
Children's social care workers - recruitment and retention	Imprest Administration System	School Planning & Transport Arrangements
Chipside Parking System Application Review	Income Collection	Secondary School Income Collection
CIPFA Financial Mgmt. Self-Assessment	Individual Service Funds	Section 106 Agreements
Civica Icon Income Management Application	Insourcing	Section 11 Arrangements
Code of Conduct - Gifts & Hospitality	Insurance	Section 17 Payments Children
Commercial Strategy and Plans	Insurance of IT Facilities	Section 38 Road Adoption
Communications	Intranet and Website	Security of Council Buildings H&S
Community Infrastructure Levy	IT Code of Practice	SEN Hubs e.g. Kettlemere Centre
Community Mental Health Team	IT Information Security Management	Service Desk Procedures and Business Administration
Community Safety	IT Registration & Deregistration Procedures	Sharepoint
Complaints and Compliments	IT Security Policy	Shire Services Purchasing & Procurement
Construction Industry Tax Deduction Scheme	IT Service Delivery Management IL	Shirehall Refurbishment / Maintenance
Contaminated Land	IT Strategy / Digital Strategy	Shrewsbury Shopping Centre
Continuing Health Care Funding	Job Evaluation	Shropshire Children's Trust
Contracts and Tendering - Corporate	Key Supply Contracts	Shropshire Partners in Care (SPIC)
Contracts and Tendering - Property	Land Charges	Sickness Monitoring and Other Leave
Coroners and Mortuary Service	Leaving Care	SIMS - Schools Use & Control Arrangements
Corporate Landlord (Estate Management)	Legacy Infrastructure and Systems	Sixth Form Schools Calculation
Corporate Networking - Active Directory	Leisure Centres/ Facilities and Swimming Pools	SLA's & Invoicing Arrangements
Corporate Plan - delivery	Licensing	Smallholdings Estate
Council Tax Collection	Liquid Logic Application (Adults & Children's)	Social Care & Health Training
Counter Fraud Work	Local Government Pension Pool (LGPS)	Social Enterprises
Counter Fraud Work Housing Tenancy	Local Joint Committee (LJC)	Social Media
Covenants	Local Transport Plan (LTP)	Solar Winds Network Monitoring
COVID Business Grants - Follow Up Review	Mail Room - Manual	Special Transport Contract Arrangements
COVID Grants - Bus subsidies	Management & Control of CCTV Operations	Staff training
COVID PPE procurement and allocation	Medium Term Financial Strategy	START
Culture & Leisure Grants	Members Allowances	Street Works
Customer First Points	Mental Health across all service areas	Supported Living - Perthyn Contract
Database Access / Admin / Management	Microsoft Applications - Deployment and Control	Sustainability and Transformation Plan (STP)
Decommission Shirehall Data Centre Project	Microsoft Dynamics CRM Application	Teachers' Pension Scheme
Design Team	Microsoft Endpoint Manager	Theatre Ticketing & Online Booking Application
Digital Customer Services	Microsoft Mobile Applications	Third Party Audits for Hosted Systems
Digital Mailroom Project	MiPermit App	Third Party Contractor Access Controls
Direct Payments Children	Mobile Device Management - Intune	TOG (Transport Operations Group)
Disability Facility Grants	Mobile Devices - Phones and Tablets Including Billing	TOMS-ITU
Diversity Arrangements	Modern.Gov	Trading Standards
DOLS Deprivation of Liberty Safeguards	Monitoring of Schools Deficit/Surplus Budgets	

Unplanned Call Off List: Audit areas of high priority for which no dedicated provision is made in this year's Internal Audit plan.		
Domestic Abuse Domiciliary & Respite Services Economic Growth Projects Economic Growth Strategy / Big Plan EDRM Sharepoint Education Access Service Education Admission Policy Education Management System Elections Administration & Charging Grant Claim Electoral Registration System Emergency Planning Employee Authentication Service Energy Efficiency Energy Grants Enterprise and Business Grants Environmental Enforcement & Byelaws Environmental Maintenance Grants Environmental Service Environmental, Social and Governance (including Climate Change Strategy)	Multi Agency Teams Museums (including regimental) Network Perimeter Defences Network Routing Northwest Relief Road NRSWA - Road Openings & S278 Nursery Grants 3 to 5 years Nursing Home Reviews Occupational Health Occupational Therapy Old Market Hall, Shrewsbury One App Online Planning Portal Application On-line payments Out of County Education / Placements PAMs Assessments Parking - Enforcement and issue of NPOs & Fixed Penalty Notices Parking - Income Collection Partnership with Severnside & Shropshire Council Partnerships Passenger Transport Compliance Arrangements Passenger Transport Procurement Arrangements	Transforming Care Partnerships (TCP) Treasury Management 2ForU Education Places for 2 Year Olds Unit4 BusinessWorld (Enterprise Resource Planning- ERP) University UNIX VAT Vice Versa Pro (Backup for Digital Images) Waste - Non Veolia contracts Waste - Policy & Management Arrangements Waste - Veolia Contract Web Self-Serve CRM Application Wide area network WSP Contract Youth Activities / Community Hubs and Commissioning

Appendix C

Appendix C: De Minimis Audit areas: Where managers will be able to provide any necessary assurance.

<p>Academy Exit Process Accountable Bodies Adobe Sign Animal Health & Welfare AONB (Areas of Outstanding Natural Beauty) - Craven Arms Apprenticeship Levy ArcView GIS Application Asbestos BluPrint Cardholder Management System for Blue Badges (CMS) Cleaning Services Review Community Car Scheme Disposal of IT Equipment Document Management System Application Enable Fishing and Sporting Rights Health Visiting Services Historic Environment & Listed Buildings Homepoint Contract IDOX Planning, Building Control & Gazetteer Management System Integration Hub Inventories Management IT Change Management Ivanti Service Desk Land Drainage Leasing Arrangements Legionella</p>	<p>Libraries Establishment Audit Man-8Man (Permissions Reporting) Nutanix Data Centre Solution PLUMS - Planning Policy Control Private Sector Housing Property Repair and Maintenance Public access mapping server/e-planning Recruitment & Management of Volunteers Redundancy Process Register of Electors Remote Servers Road Safety Salary Sacrifice Schemes (Childcare, AL etc) School Census Schools Business Support Services Shropshire Archives and records management Shropshire Music Service Shropshire Youth - Central Administration/activities SKYPE SMR - Sites & Monuments Record Special Transport/ Routing Arrangements Street Lighting Technology Forge Application Tell Us Once Processes Traffic Schemes Voluntary Car Scheme Wireless Networking</p>
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