



Committee and Date

Audit Committee

14th February 2023

10:00am

Item

Public



Draft Internal Audit Annual Plan 2023/24

| | | | |
|---|---|------|--------------|
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| Cabinet Member (Portfolio Holder): | Lezley Picton, Leader of the Council Brian Williams, Chairman of the Audit Committee | | |

1. Synopsis

The risk based Internal Audit Plan, 2023/24 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.

2. Executive Summary

- 2.1. This report provides Members with the proposed risk based Internal Audit Plan for 2023/24. 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 is asked to consider and endorse, with appropriate comment, the approach taken to create the proposed Internal Audit Plan for 2023/24 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. The Internal Audit plan is delivered within approved budgets. The work of Internal Audit contributes to improving the efficiency, effectiveness and economic management of the wider Council and its associated budgets.

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 on 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. The majority of audit work will continue to be carried out remotely thereby reducing fuel consumption.

7. Background

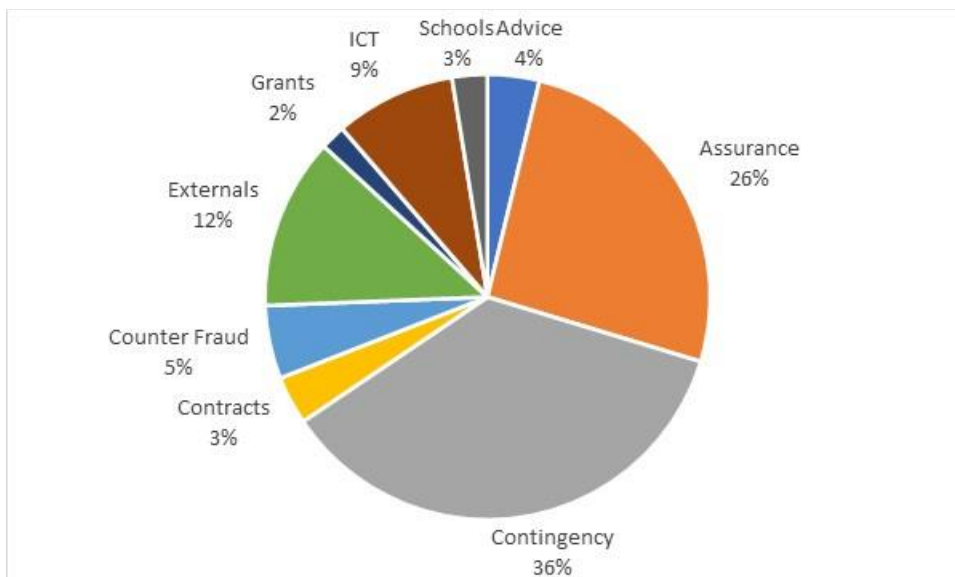
- 7.1. The provision of a risk based Internal Audit Plan consistent with the Council's goals is an essential part of ensuring probity and soundness of the Council's internal controls, risk exposure and governance framework. The plan has been devised to ensure that it delivers against the PSIAS and the 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 2023/24 Internal Audit year will continue to see pressures on services due to the impact of inflation and recruitment challenges in some areas. It is anticipated that the Shropshire Plan will require additional assurance work from Internal Audit, however, the impact and pace of change is unknown at this time. Therefore, the approach to agreeing the plan with so many unknowns needs to be agile to respond to the changing risk environment the organisation faces.
- 7.3. The audit risk assessment is reviewed annually with the Chief Executive, Executive Directors including the s151 Officer and Assistant Directors 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 significant period of changes following the roll out of the Shropshire Plan, 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 and proposed transformation programmes, refined principles and business plans of the Council;
 - The Shropshire Plan

- 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 continuing pressures on finance and therefore financial resilience; 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 face capacity issues following COVID where business as usual activity was paused, in addition the newly launched Shropshire Plan will impact 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 1,398 days for Shropshire Council audit work and 199 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. There have been significant changes to the team during 2022/23 following the retirement of the Head of Audit and several resignations within the team. There are four newly appointed team members and continuing vacancies. At the time of writing this report a newly created Head of Policy and Governance post is being recruited to who will replace the Head of Audit role as the Chief Audit Executive. This has further reduced the resources available to the team and whilst further recruitment is planned, the impact on the team's availability to deliver cannot be underestimated at this stage given the number of new staff in the team. 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 2023/24 has been prepared in line with the approach taken for the 2022/23 plan to ensure maximum benefit to the Council with available resources. Based on a risk analysis approximately 3,753 days are required to review all high-risk areas. With current resources it would take almost 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 1,597 days, of which 199 are to be used on providing services to customers other than Shropshire Council leaving a balance of 1,398 days.
- 7.10. To respond to the level of uncertainty the plan has been designed in two parts; Planned audits (64%) that need to be delivered and a contingency for unplanned audits (36%). 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 2023/24 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 2023/24 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.
- The counter fraud contingency remains at 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 Headteachers 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. 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 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, 2022 edition
Accounts and Audit Regulations
Risk in Focus – Hot topics for Internal Auditors ECIA 2023

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

2023/24 SUMMARY OF DRAFT INTERNAL AUDIT PLAN BY SERVICE

| | Days |
|---|--------------|
| CHIEF EXECUTIVE | |
| Governance | 28 |
| Total Chief Executive | 28 |
| RESOURCES | |
| Finance and Technology | 235 |
| Legal and Governance | 38 |
| Workforce and Improvement | 52 |
| Total Resources | 325 |
| HEALTH AND WELLBEING | |
| Public Health | 25 |
| Total Health and Wellbeing | 25 |
| PEOPLE | |
| Adult Social Care | 23 |
| Children's Social Care and Safeguarding | 40 |
| Early Help, Partnerships and Commissioning | 14 |
| Education and Achievement | 41 |
| Joint Commissioning | 13 |
| People | 131 |
| PLACE | |
| Business Enterprise and Commercial Services | 26 |
| Economy and Place | 28 |
| Homes and Communities | 69 |
| Infrastructure | 83 |
| Total Place | 206 |
| CONTINGENCIES | |
| ICT Contingency | 20 |
| Advisory Contingency | 40 |
| Fraud Contingency | 50 |
| Unplanned Audit Contingency | 573 |
| Other non-audit chargeable work | 197 |
| Total Contingencies | 880 |
| Total Shropshire Council | 1,595 |
| External Clients | 199 |
| Total Audit Plan | 1,794 |

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. | | |
|---|---|--|
| 2 For U Education Places for 2 Year Olds Adaptations | External Catering Contracts | Payroll - verification to establishment |
| Adoption Process including allowances | Facilities Management & Security | PC Replacement Programme |
| Adult Placements / Care Assessments | Feedback and Insight | Performance Management & PIs |
| Adult Services Management Controls (Safeguarding) | Financial Rules | Performance Plus Online Register |
| Adult Social care budget management | Firewall Management | Personal Allowances |
| Agency & Consultancy Staff | Flexi/ Annualised Time System | Personal Budgets - Deferred Payments |
| Anti-Money Laundering Arrangements | Flexiroute Project/Application | Personal Budgets / Direct Payments |
| Application Development Management Arrangements | Flood Risk Management Arrangements | Finance Team- Adults |
| Appointships/Court of Protection and Deputyships | Fostercare | Pest Control |
| ARIS | Free School Meals | PFI |
| Assessments and looked after children | Funding & Programmes | Planning |
| Asset Management Strategy | Galaxy - Libraries System | Plans & Deeds- Security |
| Assistive Technologies including BOTS | GDPR / DPA / Freedom of Information | Power Apps |
| Back-up arrangements | Grey Fleet | Private Water Supplies |
| Bacstel-IP | Hardware Inventories | Procurement Arrangements |
| Bank Contract | Health & Safety | Procurement Cards |
| Bankline | Health partnership Governance including budgets / approvals | Property Maintenance Select Lists |
| Benefit Options Team | Highways Development Control | Property Services |
| Benefits Administration Grant | Highways Land Search | Provider Services - Comforts Funds |
| Bishops Castle Community College | Highways Maintenance - Term | Provider Services - Establishments |
| Blue Badge Scheme | Maintenance -Kier | PSG Portal (SFG20) |
| BluPrint - Print Unit Operations | Highways Specialist Contracts | PSN (public sector network) |
| Bring Your Own Device (BYOD) | Highways Transfer of Maintenance | Public Health Funding /cross over & supporting processes |
| BT Contract Monitoring | Contracts to Town and Parishes | Public Transport - Concession Fares |
| Budget Management and Control - Corporate | Holiday Pay HR | Pump House |
| | Home and Flexible Working Arrangements | Purchasing & Contract Arrangements |
| | Host Operator Processing System (HOPS) | Purchasing Domiciliary, Residential and |
| | Housing & Planning Delivery Grant | Nursing Care: Adults, ALD, Mental Health |
| | Housing Benefits | Quarry Swimming Pool |

| Unplanned Call Off List: Audit areas of high priority for which no dedicated provision is made in this year's Internal Audit plan. | | |
|---|---|---|
| Business Continuity and Disaster Recovery | Housing Capital Client | Recharges - Internal Market |
| Business Continuity and Disaster Recovery - non IT | Housing Client ALMO / STAR | Recruitment / Retention / redeployment arrangements |
| Business Rates / NDR | Housing Options / Homelessness | Refocus Project Management |
| CALM | HR Policies | Registrars Booking System Zipporah Application |
| Capital - Management and Monitoring | Human Resources - JD's, PS's and Contracts, Leavers Guidance for PT Workers | Regulation of Investigatory Powers Act (RIPA) |
| Carbon Emissions (NI 185) & Trading | Human Resources / Workforce Planning | Remote Access, Citrix & VPN |
| Care Bill / Better Care Fund / Public Health Plans | ICT Governance Process / Approvals | Remote Support |
| Case Management IKEN court bundling | ICT Project Financing and Recharges | Rent of Council Owned Property |
| Cash Offices - Regularity Audits | Idsall Sports Centre - Joint Use | Respite Care |
| CASPAR | Imprest Administration System | Safeguarding Support |
| Central Customer Services | Income Collection | Sales Ledger |
| CHARMS Adoption Service (IT) | Information Governance Arrangements | Sales Ledger-Periodic Income |
| Children's Residential Homes | Information Security Management | School Planning & Transport Arrangements |
| Children's Social Care budget management | Insurance | Section 106 Agreements |
| Children's social care workers - recruitment, retention and agency | IT Code of Practice | Section 11 Arrangements |
| Chipside Parking System Application Review | IT Registration & Deregistration Procedures | Section 17 Payments Children |
| CIPFA Financial Management Self Assessment | IT Security Policy | SEN Hubs eg Kettlemere Centre |
| Civica Icon Income Management Application | Job Evaluation | Service Desk Procedures and Business Administration |
| Code of Conduct - Gifts & Hospitality | Joint Use Leisure Facilities | Shire Services Purchasing & Procurement |
| Communications | Key Supply Contracts | Shirehall Refurbishment / Maintenance |
| Community Infrastructure Levy | Leaving Care | Shrewsbury Museums General (including regimental) |
| Community Mental Health Team | Legacy Infrastructure and Systems | Shropshire Archives and Records Management |
| Community Safety | Leisure Centres / Facilities and Swimming Pools | Shropshire Children's Trust |
| CONFIRM-Highways Management System | Licensing | Shropshire Partners in Care (SPIC) |
| Construction Industry Tax Deduction Scheme | Liquid Logic Application (Adults & Childrens) / Controcc | Sickness Monitoring and Other Leave |
| Contaminated Land | Local Government Pension Pool (LGPS) | |
| | Local Joint Committee (LJC) | |

| Unplanned Call Off List: Audit areas of high priority for which no dedicated provision is made in this year's Internal Audit plan. | | |
|---|--|---|
| Continuing Health Care Funding | Mail Room - Manual | SIMS - Schools Use & Control |
| Contracts and Tendering - Corporate | Management & Control of CCTV | Arrangements |
| Corporate Networking - Active Directory | Operations | Sixth Form Schools Calculation |
| Council Tax Collection | Medium Term Financial Strategy | SNOW IT Asset Management |
| Counter Fraud Work Housing Tenancy | Members Allowances | Social Care & Health Training |
| Covenants | Mental Health across all service areas | Social Enterprises |
| COVID Business Grants - Follow Up Review | Meole Brace Golf Course | Social Media |
| COVID Grants - Bus subsidies | Microsoft Dynamics CRM Application | Software Inventories / Licensing |
| Customer First Points | Microsoft Mobile Applications | Solar Winds Network Monitoring |
| Cyber Security Contract Management (Normcyber) | MiPermit App | START |
| Database Access / Admin / Management | Mobile Device Management - Intune | Strategic Transformation Partner |
| Debt Recovery | Mobile Devices - Phones and Tablets Including Billing | Sustainability and Transformation Plan (STP) |
| Decommission Shirehall Data Centre Project | Modern.Gov | Teachers Pension Scheme |
| Design Team | Monitoring of Schools Deficit/Surplus Budgets | Telecommunications - Contracts, Procurement and Monitoring |
| Digital Customer Services | Monitoring Use of Facilities | Theatre Ticketing & Online Booking Application |
| Digital Mailroom Project | Multi Agency Teams | Third Party Audits for Hosted Systems |
| Direct Payments Children | Museum on the Move | Third Party Contractor Access Controls |
| Disability Facility Grants | Network Perimeter Defences | TOG (Transport Operations Group) |
| Diversity Arrangements | Network Routing | Together4Children Partnership |
| DOLS Deprivation of Liberty Safeguards | Northgate - Revenues & Benefits Application | TOMS-ITU |
| Economic Growth Projects | NRSWA - Road Openings & S278 | Trading Standards |
| Economic Growth Strategy / Big Plan | Nursery Grants 3 to 5 years | Transforming Care Partnerships (TCP) |
| EDRM SharePoint | Occupational Health | Travel and Subsistence |
| Education Access Service | On-line payments | Treasury Management |
| Education Admission Policy | Out of County Education / Placements | University |
| Education Management System | PAMs Assessments | UNIX |
| Elections Administration & Charging Grant Claim | Partnership with Severnside & Shropshire Council | VAT |
| Electoral Registration System | Partnerships | ViceVersa Pro (Backup for Digital Images) |
| Emergency Planning | | |

| Unplanned Call Off List: Audit areas of high priority for which no dedicated provision is made in this year's Internal Audit plan. | | |
|---|--|---|
| Encryption End User Computing Environmental Service Ethics / Culture Insurance of IT Facilities Intranet and Website | Passenger Transport Compliance Arrangements Patch Management Payroll - Self Service Facility Section 38 Road Adoption | 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

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

| | |
|--|--|
| Academy Exit Process | Legionella |
| Accountable Bodies | Libraries Establishment Audits |
| Adobe Sign | Local Enterprise Partnership |
| Adult Social Care - Financial Assessments | Local Transport Plan (LTP) |
| Animal Health & Welfare | Ludlow Museum & Resource Centre |
| AONB (Areas of Outstanding Natural Beauty) - Craven Arms | Man-8Man (Permissions Reporting) |
| Apprenticeship Levy | Microsoft Endpoint Manager |
| Arcview GIS Application | North Shropshire Countryside Rangers |
| Asbestos | Nutanix Data Centre Solution |
| Bereavement Services Contract | Occupational Therapy |
| Bio Digester | Old Market Hall, Shrewsbury |
| Broadband Contract / Grant | One App Online Planning Portal Application |
| Budget Management and Control - Shire Services | Parking - Enforcement and issue of NPOs & Fixed Penalty Notices |
| Building Control | Parking - Income Collection |
| Capital Accounting System | Parks & Countryside Sites Establishment Reviews |
| Cardholder Management System for Blue Badges (CMS) | Personal Budgets / Direct Payments Support Services (POhWER replacement) |
| Cleaning Services Review | PLUMS - Planning Policy Control |
| Commercial Strategy and Plans | Primary School Income Collection |
| Community Car Scheme | Private Sector Housing |
| Contracts and Tendering - Property | Property Repair and Maintenance |
| Corporate Landlord (Estate Management) | Property Sales and Acquisitions |
| COVID PPE procurement and allocation | Provider Services - Trading Accounts |
| Culture & Leisure Grants | Public access mapping server/e-planning |
| Domestic Abuse | Public Health Contracts |
| Employee Authentication Service | Recruitment & Management of Volunteers |
| Enable | Redundancy Process CR |
| Energy Grants | Register of Electors |
| Enterprise and Business Grants | Remote Servers |
| Environmental Enforcement & Byelaws | Revenues - Document Management System Application |
| Environmental Maintenance Grants | |

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

| | |
|---|--|
| <p>Equitrac Application ERDF Grant Claims Fishing and Sporting Rights Food Safety Free Bus Entitlement Process Gladstone - Leisure Centre system Hardware Replacement Programme Health Visiting Services Highways Maintenance - Bridges Highways Permits Historic Environment & Listed Buildings Home and Lone Working Arrangements Homepoint Contract Housing Client Side Housing Provision - Development Cornovii Housing Strategy IDOX Planning, Building Control & Gazetteer Management System Integration Hub Inventories Management Ivanti Service Desk Land Charges Land Drainage Leasing Arrangements</p> | <p>Road Safety Roman Road Sports Centre - Joint Use Salary Sacrifice Schemes (Childcare, AL etc) School Census Schools Business Support Services Schools Library service Secondary School Income Collection Severn Valley Park Shropshire Music Service Shropshire Youth - Central Administration SKYPE SLA's & Invoicing Arrangements Smallholdings Estate SMR - Sites & Monuments Record Special Transport Contract Arrangements Special Transport/ Routing Arrangements Street Lighting Technology Forge Application Tell Us Once Processes Traffic Schemes Voluntary Car Scheme Waste - Non Veolia Contracts Wireless Networking</p> |
|---|--|