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Committee and Date

Audit Committee

4th March 2021

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Item

Public

DRAFT INTERNAL AUDIT ANNUAL PLAN 2021/22

Responsible Officer Ceri Pilawski
e-mail: Ceri.pilawski@shropshire.gov.uk

Tel:

01743 257739

1. Summary

This report provides Members with the proposed risk based Internal Audit Plan for 2021/22. The annual plan will provide coverage across all Council services and deliver internal audit services to a range of external clients. 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.

Given the response the Council is delivering to the COVID pandemic, the plan is designed to respond to a full Internal Audit resources complement (**Appendix A**) or a reduced one (**Appendix B**) during the first quarter of the new plan, allowing for audit days to be redeployed. This adjustment can be made nearer the time and amendments required after this date will be reported to the Audit Committee through the standard performance reports.

2. Recommendations

The Committee are asked to consider and endorse, with appropriate comment, the approach taken to create the proposed Internal Audit Plan for 2021/22 and approve its adoption. Permitting the Head of Audit in liaison with the s151 Officer to adopt the version of the plan, on the 1st April, most appropriate to where the Council is in responding to the Covid pandemic.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 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.
- 3.2 Areas to be audited within the plan have been considered using risk register information both operational and strategic.
- 3.3 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.
- 3.4 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.'

4. Financial Implications

- 4.1 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 is being used to offset costs.

5 Climate Change Appraisal

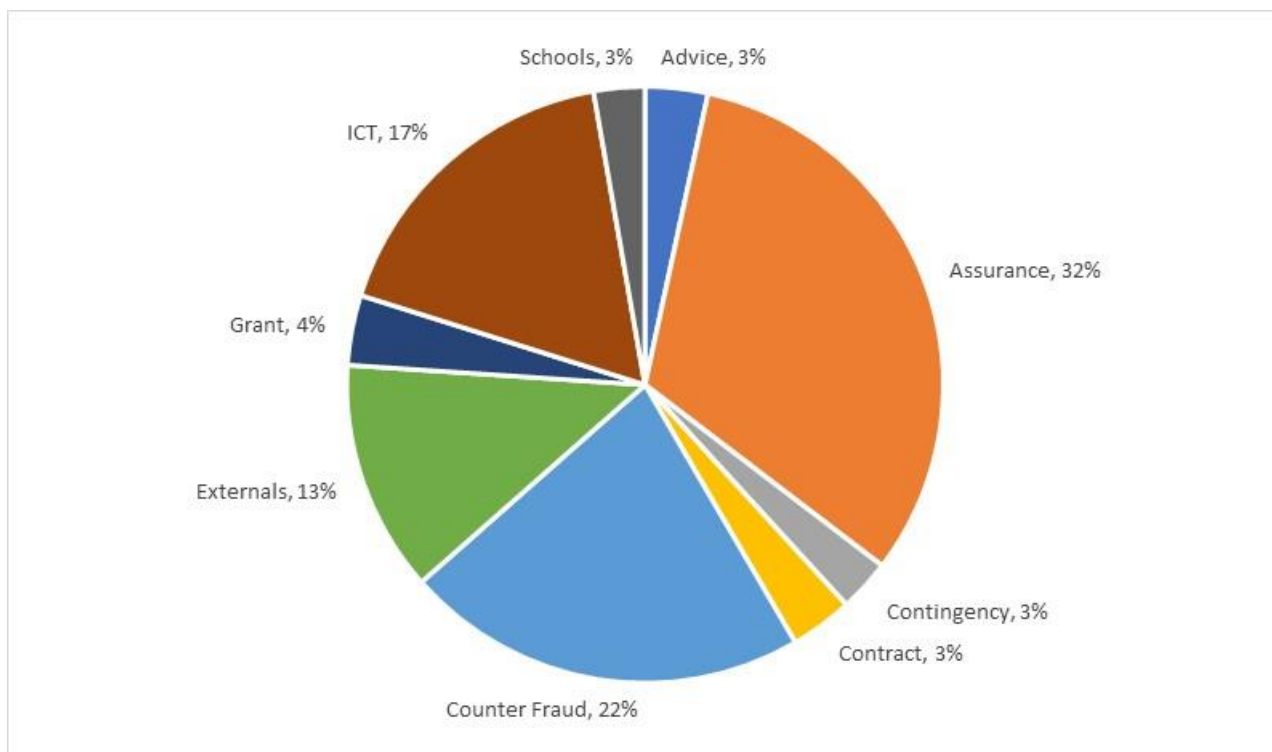
- 5.1 This report does not directly make decisions on energy and fuel consumption; renewable energy generation; carbon offsetting or mitigation or climate change adaption. Therefore, no effect.

6. Background

- 6.1 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.
- 6.2 The 2020/21 Internal Audit year has and continues to be impacted on by the Covid pandemic and the future has more unknowns. Adjustments to the 2020/21 plan have been updated in separate performance reports to Audit Committee Members. In planning for 2021/22, 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.
- 6.3 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.
- 6.4 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.
- 6.5 Top risks facing councils include responding to the pandemic and other emergency situations alongside continuing pressures on finances; increasing demand on services; growth and complexity demands on social care functions; retention of staff with enough experience, knowledge and capacity to manage risks and reduce the potential for waste, losses or inefficiencies. Local strategic risks also include: financial resilience when delivering a strategic vision; mental health and wellbeing of staff; loss of reputation and public confidence; failure to deliver both the Commercial and Economic Growth Strategy; challenges maximising income and grants; funding for and safeguarding within adult and children services; the effect of climate change; challenges of cyber security; all of which have been considered when formulating the plan.
- 6.6 The Council continues to respond to the impact of COVID and has a refocus programme underway, all are 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.

- 6.7 **Appendix A** provides the summarised Internal Audit plan and identifies a planned day requirement of 1,545 days for Shropshire Council audit work and 222 days of work for external clients. These days are broken down by type in the chart below.



Resources

- 6.8 The team has just short of 11 full time equivalents and has retained a rich mix of skills in finance, information technology, contract management, governance, establishments, systems, counter fraud, investigations and project management. There are currently two trainees completing a variety of qualifications and a third is planned to join mid-September. Whilst this has an impact on the remaining auditors in mentoring, coaching and supervising these staff, it ensures the sustainability of the service looking forward. Skills continue to be developed across the wider team and there is no planned funding for external contractors. If demands require and funds are made available, the framework contract with Staffordshire County Council remains in place to accommodate such events.
- 6.9 The Audit Plan for 2021/22 based on a risk analysis identified approximately 4,192 days to review all high-risk areas. Review areas attracting a lower risk have not been considered in this year's planning process. 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 1,767 days of which 222 are to be used on providing services to customers other than Shropshire Council leaving a balance of 1,545 days.
- 6.10 Given the current uncertainty around the impact of Covid, **Appendix A** provides details of the areas that Audit will review during 2021/22 if all resources can be focused on audit activity. It is expected however, that resources will continue to be diverted to support the wider response to COVID and associated activities. **Appendix B** identifies audits that will be taken from the risk based plan initially to achieve this amounting to 128 days. In

addition, to match the plan to resources, it has been necessary to take out several areas scoring as a high priority risk, details of which also appear at **Appendix C**. **Appendix D** includes areas that are considered De Minimis Audit areas, where risks are low and they are unlikely to be audited whilst current resources remain the same. Managers for any of the areas in **Appendix B to D** may be requested by members to provide any necessary assurances to them. Contingencies for fraud, unplanned audits and advice, if not required in full this year, can be re-allocated and these higher priority reviews brought back into the plan.

6.11 In considering the plan for 2021/22 the key items to note are:

- Included in the plan are several key strategies that have been refreshed and fundamental systems that continue to see significant changes with the introduction of the Enterprise Resource Planning (ERP) system and have dipped in their delivery, further impacted on by the demands on resources from COVID and vacancies of experienced personnel. The Payroll system, which is of a high material value to the Council's operations, continues to be reviewed every year. Plans are in place for a more detailed review this year to follow up on the self-assessment process introduced for 2020/21 to respond to pressures on all parties and to reflect the refocus work to improve the control environment.
- 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.
- Responding to COVID required the establishment of processes to ensure that various grants and practices were embedded to support various stakeholders. Time is planned to evaluate the controls in place and the lessons learnt across the Council in administering these required activities.
- The counter fraud contingency is reduced to 150 days based on current experience. Following consideration of a business case a dedicated pilot is to be resourced at 200 days. Currently counter fraud controls are spread throughout the Council and there may be benefits from having a dedicated resource. To inform such a decision, a pilot to research and consider a business case for a permanent corporate counter fraud resource is to be conducted. During the year this resource will trial approaches to manage the risk of fraud down and consider the sustainability of such improvements to determine if efficiencies can be identified from a dedicated counter fraud resource going forward and where it should sit.
- 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.

Establishment audits of schools will be based on the responses within self-assessments; follow a direct request from the Executive Director of Children's Service or their nominated representative where there are known specific issues; where there is suspicion of wrong doing; where there are known concerns around the financial management of the school; or where a senior statutory officer raises concerns in respect of processes that need to be reviewed. 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.

In addition, a few follow up school audits are planned where control environments were previously unsatisfactory and cross cutting themed audits are planned, i.e. for payroll, creditors, imprest. to build upon the assurance process.

Therefore, with a mix of self-assessments, cross cutting reviews and targeted school audits, the necessary assurances can be demonstrated to satisfy the Section 151 Officer's requirements.

- Procurement, commissioning and contract management continue to be priority areas and, as such, there are planned initiatives in these areas. Work is planned on financial evaluations of companies tendering for work and reviews of governance processes on the client side. In addition, 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. A number of these will be met from the unplanned contingency as the specific business areas and timings become known.
- 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 started in 2020/21.
- Resources are allocated to provide internal audit services to external clients: Shropshire Towns and Rural Housing, Shropshire Pension Fund, Shropshire Fire and Rescue Service, 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.

- 6.12 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.
- 6.13 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.

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
 IIA Internal Audit in Lockdown September 2020

Cabinet Member (Portfolio Holder) Peter Nutting (Leader of the Council) and Peter M Adams (Chairman of Audit Committee)

Local Member n/a

Appendices

Appendix A: Summary of Draft Internal Audit Plan by Service

Appendix B: Planned audit areas and those that will be removed from annual plan if resources are required for COVID response activities

Appendix C: Audit areas of high priority for which no provision is made in this year's Internal Audit plan and areas requested by managers for which no provision is made.

Appendix D: De Minimis Audit areas where managers will seek and provide any necessary assurance

APPENDIX A**2021/22 SUMMARY OF DRAFT INTERNAL AUDIT PLAN BY SERVICE**

	Days
CHIEF EXECUTIVE	
Governance	36
Total Chief Executive	36
RESOURCES	
Finance, Governance and Assurance	519
HR	61
ICT	171
Information Governance	18
Total Resources	769
ADULT SERVICES	
Social Care Operations	73
Social Care Efficiency and Improvement	22
Bereavement	38
Public Health	19
Public Protection	8
Total Adult Services	160
PLACE AND ENTERPRISE	
Culture and Heritage	44
Business Enterprise and Commercial Services	44
Economic Development	13
Infrastructure and Communities	94
Total Place and Enterprise	195
CHILDREN'S SERVICES	
Safeguarding	60
Learning, Employment and Training	8
Learning and Skills	57
Total Children's Services	125
CONTINGENCIES	
ICT Contingency	20
Advisory Contingency	40
Fraud Contingency	150
Unplanned Audit Contingency	50
Other non-audit chargeable work	233
Total Contingencies	493
Total Shropshire Council	1,778
External Clients	222
Total Audit Plan	2,000

Appendix B

Planned audit areas and those that will be removed from annual plan if resources are required for COVID response activities		
<p><i>Coroners and Mortuary Service¹</i></p> <p>Digitisation of Registers</p> <p>Registrars Service</p> <p>Adult Services Management Controls (Safeguarding)</p> <p>Appointeeships/Court of Protection and Deputyships</p> <p>COVID Test and Trace grants</p> <p>Data Security and Protection Toolkit (DSP Toolkit)</p> <p>Review of funding/cross over & supporting processes</p> <p><i>Management & Control of CCTV Operations</i></p> <p>Adult Placements/ care assessments</p> <p>ASC Infection Control Grant</p> <p>CM2000 Electronic Homecare Monitoring - decommissioning</p> <p><i>Individual Service Funds</i></p> <p>Liquid Logic Application (Adults and Children's)</p> <p>Personal Budgets - Deferred Payments</p> <p>Annual Governance Statement (AGS)</p> <p>Corporate Governance</p> <p><i>Corporate Programme and Project Management</i></p> <p>Counter Fraud Work</p> <p>Counter Fraud, Policies and Training</p> <p>Counter Fraud Pilot</p> <p>Finance - Final Grant Claims</p> <p>National Fraud Initiative (NFI)</p> <p>Debt Recovery</p> <p>Income Collection</p> <p>Purchase Ledger P2P</p> <p>Sales Ledger</p> <p><i>Sales Ledger-Periodic Income</i></p> <p>Analytics for Financial Systems (IDEA)</p> <p>Budget Management and Control - Corporate</p> <p>Capital - Management and Monitoring</p> <p>Capital Accounting System</p> <p>General Ledger</p> <p>Unit4 Business World (Enterprise Resource Planning-ERP)</p> <p>Financial Evaluations</p> <p><i>Procurement Arrangements</i></p> <p>Council Tax Collection</p>	<p>National Non-Domestic Rates (NNDR)Northgate -</p> <p>Revenues & Benefits Application</p> <p>Risk Management</p> <p>Holiday Pay HR</p> <p>Payroll Data Analytics (IDEA)</p> <p>Payroll System</p> <p>Resource link- HR Application Review</p> <p>Adobe Sign</p> <p>Application Development Management Arrangements</p> <p>Blueprint - Equitrac</p> <p>Bring Your Own Device (BYOD)</p> <p>Cyber Risk Assessment (COVID)</p> <p>Decommission Shire hall Data Centre Project</p> <p>Digital Mailroom Project</p> <p>Refocus Programme (Assurance)</p> <p>Firewall Management</p> <p>Gladstone - Leisure Centre system</p> <p>ICT Governance Process / Approvals</p> <p>IT Business Administration</p> <p>IT Change Management</p> <p>IT Code of Practice</p> <p>IT Contract Management</p> <p>ITIL</p> <p>Legacy Infrastructure and Systems</p> <p>Microsoft Azure and 365</p> <p>Microsoft Dynamics CRM Application</p> <p>Nulia</p> <p>Patch Management</p> <p>Power Apps</p> <p>Project Management Adequacy of Arrangements</p> <p>Telecommunications - Contracts, Procurement and Monitoring</p> <p>Third Party Contractor Access Controls</p> <p>IT Security Management Review</p> <p>Security Management and Cyber Response</p> <p>Covid PPE procurement and allocation</p> <p>Shropshire Youth - Stepping Stones project</p> <p>Together for Children Partnership</p> <p>Adoption Process including allowances</p>	<p><i>Children's Residential Homes</i></p> <p>Covid Winter grant allocation Strengthening Families Grant</p> <p>Education Management System</p> <p>Schools Self Assessments (Audit Provided)</p> <p>SFVS - Schools Financial Value Statement</p> <p>Brockton CE Primary School (The Edge Schools Federation)</p> <p>Schools Themed Audits</p> <p>Trinity C E Primary School</p> <p>Bishops Castle Community College</p> <p>Leisure Services Contract</p> <p>Much Wenlock Sports Centre - Joint Use</p> <p>Swimming provision project</p> <p>Theatre Severn</p> <p>Acton Scott Working Farm Museum</p> <p>Housing Provision - Development Cornovii</p> <p>Housing Strategy</p> <p>PSG Portal (SFG20)</p> <p>Rent of Council Owned Property</p> <p>Shire hall Refurbishment / Maintenance</p> <p>Smallholdings Estate</p> <p>COVID Business grants - follow up review</p> <p><i>Economic Growth Strategy / Big Plan</i></p> <p><i>Flood Risk Management Arrangements</i></p> <p>CONFIRM-Highways Management System</p> <p>DFT Asset Funding</p> <p>Highways Maintenance - Term Maintenance -Kier</p> <p>Local Transport Plan (LTP)</p> <p>LTP Grant Bus Subsidy</p> <p>Northwest Relief Road</p> <p>Street Scene - Dog Wardens</p> <p><i>WSP Contract</i></p> <p>COVID grants - bus subsidies</p> <p>The Lantern</p> <p>Advisory Contingency (General)</p> <p>Advisory Contingency (IT)</p> <p>Fraud Contingency</p> <p>Unplanned Audit Contingency</p>

¹ *Audit areas that will be removed from annual plan if resources are required for COVID response activities*

Audit areas of high priority for which no provision is made in this year's Internal Audit plan and areas requested by managers for which no provision is made – management assurances may be sought by the Committee

<p>Registrars Booking System Zipporah Application Client Property - Adults Community Mental Health Team Community Safety Counter Terrorism Prevent Duty Health partnership Governance Mental Health across all service areas Public Health Projects (Include CCG links) School Nursing Service ShropDoc Services Trading Standards Blue Badge Scheme Licensing Contaminated Land Environmental Service Chipside Parking System Application Review Parking - Cash Collection Pest Control Private Water Supplies Assistive Technologies including BOTS Refugee Action Grant SEN Hubs e.g. Kettlemere Centre Counter Fraud Work Housing Tenancy Disability Facility Grants Energy Grants Housing Capital Client Housing Rents Client Side Adult Social Care - Financial Assessments Continuing Health Care Funding DOLS Deprivation of Liberty Safeguards Personal Allowances Personal Budgets / Direct Payments Finance Team- Adults Residential Care - Out County Placements Safeguarding Support Service - Administration & Monitoring Four Rivers Nursing Home</p>	<p>Communications Complaints and Compliments Performance Plus Online Register Central Customer Services Credit Union Client Customer Service Points Design Team ILLY Substance Misuse Application Social Media Vice Versa Pro (Backup for Digital Images) Web Self-Serve CRM Application Agency & Consultancy Staff Diversity Arrangements Human Resources - JD's, PS's and Contracts, Leavers Guidance for PT Workers Human Resources / Workforce Planning Job Evaluation Mobile Working HR Policies Payroll - Self Service Facility Payroll - verification to establishment Recruitment / redeployment arrangements Redundancy Process CR Teachers' Pension Scheme Travel and Subsistence ARIS Bacstel-IP Blueprint Unit Operations BT Contract Monitoring CALM CASPAR Customer First Points Data Centres and Infrastructure Database Access / Admin / Management Edinburgh House Exit EDRM SharePoint Education Technology Services (ETS) e-Forms & search engine Encryption End User Computing - Management Arrangements</p>	<p>Direct Payments Children Domiciliary & Respite Services Foster care Haven Brook Home Leaving Care Section 11 Arrangements Together4Children Partnership Respite Care Multi Agency Teams PAMs Assessments Free School Meals Monitoring of Schools Deficit/Surplus Budgets Nursery Grants 3 to 5 years SIMS - Schools Use & Control Arrangements Decommissioning of Children's centres (five) Education Training Days Education Access Service Out of County Education / Placements Sixth Form Schools Calculation Youth Activities / Community Hubs and Commissioning Adderley CE Primary School (Addmore Federation) Albrighton Primary School Baschurch CE (Aided) Primary School (Harris Gough Federation) Beckbury CE (Controlled) Primary School (Trinity Federation) Belvidere Primary School Bicton CE (Controlled) Primary School Bishop Hooper CE Primary School Bomere Heath CE (Controlled) Primary School (Bomere and XI Towns Federation) Broseley CE Primary School Brown Clee CE Primary School Bryn Offa CE (Controlled) Primary School Buntingsdale Infant School Cheswardine Primary School (Goldstone Federation)</p>	<p>Much Wenlock Primary School Myddle CE Primary School (Harris Gough Federation) Newcastle CE Primary School (Blue Hills Federation) Newtown CE Primary School (Newhampton CE Federation) Norbury Primary School (Shropshire Hills Federation) Norton-in-Hales CE (Voluntary Controlled) Primary School Onny CE (Aided) Primary School and Little Pippins Nursery Class (St Michael's Federation) Our Lady & St Oswald's Catholic Primary, Oswestry Oxon CE Primary School Pontesbury CE Primary School Rushbury CE Primary School Selattyn CE Primary School Sheriffhales Primary School Shifnal Primary School Shrewsbury Cathedral Catholic Primary School (The Blessed Edward Campion Federation) St Andrew's CE (Voluntary Controlled) Primary School, Nesccliffe (Westcliffe Federation) St Andrew's CE Primary School, Shifnal St Giles' CE Primary School St John the Baptist CE Primary School (Bomere & XI Towns Federation) St John's Catholic Primary School, Bridgnorth St Laurence CE Primary School, Ludlow St Lawrence CE Primary School, Church Stretton St Lucia's CE (Controlled) Primary School St Mary's Bluecoat C E Primary School, Bridgnorth (Trinity Federation)</p>	<p>Museums & Audience Development Grant Arrangements Shrewsbury Museums General (including regimental) Commercial Strategy and Plans Budget Management and Control - Shire Services District HQ Facilities Management & Security External Catering Contracts Internal Catering arrangements Primary School Income Collection Saffron Menu Planning (Shire Services) Secondary School Income Collection Shire Services Staff in Schools Asset Management Strategy Corporate Landlord (Estate Management) Covenants Energy Efficiency Energy Provider Project Plans & Deeds- Security Property Maintenance Select Lists Property Sales and Acquisitions Property Services Pump House Security of Council Buildings H&S Sustainability Economic Growth Projects Funding & Programmes Management of Workshops & Industrial Units Building Control Datawright Planning Development Land Charges Partnerships Planning Section 106 Agreements Tree Safety Carbon Emissions (NI 185) & Trading Climate Change Strategy Community Infrastructure Levy Environmental Maintenance Grants Highways Development Control Highways Land Search Highways Maintenance - In house Highways Other Major Contracts Highways Specialist Contracts Highways Transfer of Maintenance Contracts to Town and Parishes</p>
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Audit areas of high priority for which no provision is made in this year's Internal Audit plan and areas requested by managers for which no provision is made – management assurances may be sought by the Committee

<p>Greenacres Rural Unit Helena Lane Day Centre Penrhyn Contract University CIPFA Financial Mgmt. Self-Assessment Financial Rules Fiscal Technologies AP checker Local Government Pension Pool (LGPS) Local Joint Committee (LJC) Management of Consultants AUDIS - Direct Debit Income System Application Civica Icon Income Management Application Construction Industry Tax Deduction Scheme PCI Compliance Housing & Planning Delivery Grant Recharges - Internal Market e-Procurement Key Supply Contracts Procurement Strategy Social Enterprises Benefit Options Team Comino Document Management System Application Council Tax Collection Housing Benefits Single Person Discount Counter Fraud Business Continuity and Disaster Recovery - non IT Emergency Planning Bank Contract Bankline Cash Offices - Regularity Audits Imprest Administration System Online Bankline Members Allowances Modern.Gov GDPR / DPA / Freedom of Information Monitoring Use of Facilities Case Management IKEN court bundling</p>	<p>Hardware Inventories Home and Flexible Working Arrangements Host Operator Processing System (HOPS) ICT Project Financing and Recharges Internet Controls Internet Security Maytas 5 Personal Budgets / Direct Payments Support Services PFI Purchasing Domiciliary, Residential and Nursing Care: Adults, ALD, Mental Health Social Prescribing Bronze Labs Tribe START Sustainability and Transformation Plan (STP) Transforming Care Partnerships (TCP) Virtual Reality Project Igloo Microsoft Mobile Applications Mobile Device Management - Intune Networks and Connectivity Remote Servers Remote Support SharePoint SNOW IT Asset Management Software Inventories / Licensing Solar Winds Network Monitoring Survey Monkey Telephones - Usage & Income UNIX Virtual Infrastructure - VMWARE Occupational Health Section 17 Payments Children Two for U Education Places for 2 Year Olds Assessments and looked after children CHARMS Adoption Service (IT) Chelmaren Children's Home Children's Safeguarding Policies & Procedures</p>	<p>Chirbury CE (Voluntary Controlled) Primary School (Shropshire Hills Federation) Christ Church C E Primary School, Cressage Church Preen Primary School (The Edge Schools Federation) Claverley CE Primary School Clive C E (Controlled) Primary School (Academy Application) Clunbury C E Primary School (Blue Hills Federation) Cockshutt C E (Controlled) Primary School (Mere's Edge Federation) Corvedale C E Primary School Criftons C E (Controlled) Primary School (Mere's Edge Federation) Crowmoor Primary School Farlow CE Primary School (Farlow / Kinlet Federation) Gobowen Primary School Hadnall C E (Controlled) Primary School Harlescott Junior School (Haughmond Federation) Highley Primary School Hinestock Primary School (Goldstone Federation) Hodnet Primary School Inspire to Learn John Wilkinson Primary School Kinlet CE Primary School (Farlow / Kinlet Federation) Kinnerley CE (Controlled) Primary School (Westcliffe Federation) Long Mountain Primary School Longden C E Primary School Longnor C E Primary School Lydbury North Primary School (St Michael's Federation) Martin Wilson School Meole Brace C E Infant School Minsterley Primary School Morda CE (Voluntary Controlled) Primary School Moreton Say CE (Controlled) Primary School (Addmore Federation)</p>	<p>St Mary's CE (Aided) Primary School, Bucknell (Blue Hills Federation) St Mary's CE (Controlled) Primary, Albrighton St Thomas & St Anne's C E Primary School, Hanwood Stiperstones C E Primary School (Shropshire Hills Federation) Stoke-on-Tern Primary School Sundorne Infant School The Meadows Primary School, Oswestry Trefonen C E (Controlled) Primary School Tuition Medical Behavioural Support Service (TMBSS) Welshampton C E Primary School (Newhampton Federation) West Felton C E (Controlled) Primary School (Westcliffe Federation) Weston Lullingfields CE (Controlled) Primary School (Westcliffe Federation) Weston Rhyn Primary School Whittington C E (Aided) Primary School Wistanstow C E Primary School Woore Primary School Worfield Endowed C E Primary School (Trinity Federation) Woodlands School (Academy Application) Idsall Sports Centre - Joint Use Joint Use Leisure Facilities Meole Brace Golf Course Positive Activities Projects - Youth Service Quarry Swimming Pool Sports Development Theatre Ticketing & Online Booking Application Museum on the Move</p>	<p>Northwest Relief Road Recruitment Section 38 Road Adoption Street Works Tranman Version 8.1.8.4 Ellesmere Library Galaxy - Libraries System Shrewsbury Library Shrewsbury Museum Free Bus Entitlement Process Grey Fleet Passenger Transport Compliance Arrangements Passenger Transport Procurement Arrangements School Planning & Transport Arrangements Special Transport Contract Arrangements TOG (Transport Operations Group) TOMS-ITU Waste - Specialist Disposal Contracts Waste - Veolia Contract</p>
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De Minimis Audit areas where managers may be requested by members to provide any necessary assurances		
Regulation of Investigatory Powers Act (RIPA) Fair Trading & Education Domestic Abuse Road Safety Environmental Enforcement & Byelaws Animal Health & Welfare Occupational Therapy Supporting People Shropshire Partners in Care (SPIC) Social Care & Health Training Abbots Wood Comforts Fund Albert Road Day Centre Comforts Fund Aquamira Comforts Fund Avalon Comforts Fund Four Rivers Nursing Home Comforts Fund Helena Lane / Friars Walk Day Centre Comforts Fund Wayfarers Comforts Fund Wayfarers Day Opportunities Greenacres Rural Unit Trading Account Ethics Inventories Management Leasing Arrangements VAT NHS Joint Funding Arrangements School Based Procurement Benefits Administration Grant Employee Authentication Service Register of Electors Transparency Agenda Performance Management & PI's Tell Us Once Processes Man-8Man (Permissions Reporting) Mail Room - manual The Gateway Education & Arts Centre Whitchurch Training Centre Chelmaren Comforts Fund Haven Brook Comfort Fund Shropshire Children's Trust School Census Schools Business Support Services Shropshire Music Service	Arts Developments & Grants Roman Road Sports Centre - Joint Use Countryside Access General Parks & Countryside Sites General Severn Valley Park North Shropshire Countryside Rangers Arts Festivals & Events Culture & Leisure Business Development Culture & Leisure Grants Culture & Leisure Marketing and Performance Ludlow Museum & Resource Centre Records Management Recruitment & Management of Volunteers Shropshire Archives Cleaning DSO General Systems Cleaning Equipment Maintenance Shirehall Restaurant Carbon Management Plan Fishing and Sporting Rights Shirehall Lettings SLA's & Invoicing Arrangements SMR - Sites & Monuments Record Technology Forge Application Enterprise and Business Grants ERDF Grant Claims Arcview GIS Application One App Online Planning Portal Application PLUMS - Planning Policy Control Public access mapping server/e-planning Ecology & Biodiversity Historic Environment & Listed Buildings AONB (Areas of Outstanding Natural Beauty) - Craven Arms Broadband Contract / Grant Community Working Land Drainage NRSWA - Road Openings & S278	Albrighton Library Bayston Hill Library Bishops Castle Library Bridgnorth Library Broseley Library Church Stretton Library Cleobury Mortimer Library Craven Arms Library Gobowen Library Highley Library Libraries General Library Fines & Charges Library HQ Library Procurement through WM Consortium Library RFID Self Service Machines Library Stock Management & Control Ludlow Library Market Drayton Library Much Wenlock Library Oswestry Library Pontesbury Library Schools Library service Shifnal Library Wem Library Whitchurch Library Community Transport Initiatives (SCOTI, OCTI etc) Local Bus Network Passenger Transport Efficiency Operations Public Transport - Publicity Surplus Seats Traffic Schemes Bio Digester Waste - Policy & Management Arrangements Waste - Statistics & Administration