London Borough of Tower Hamlets 2020/21 Internal Audit Plan

	Audit Days 2020/21	Pages
Corporate Systems and Council–Wide Reviews	130	
Governance	105	
Health, Adults and Community	140	
Children and Culture	275	
Place	160	
Resources	280	
Tower Hamlets Homes	155	
Information Technology	100	
Provision for Follow-up, Management Requests & Consultancy	100	
Total	**1445**	

Corporate and Council Wide Reviews

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Ethical Culture	This audit will be a holistic assessment of the ethical culture across the Council, drawing information from a number of areas such as decision making, declarations of interest, codes of conduct, equalities and staff wellbeing, etc.	25	The internal audit activity must assess and make appropriate recommendations to improve the organisation's governance processes for promoting appropriate ethics and values within the organisation. The internal audit activity must evaluate the design, implementation and effectiveness of the organisation's ethics-related objectives, programmes and activities**.**	1
Staff Declarations of Interest Compliance Audit	This audit will test compliance with the Council's requirement for staff declaration of interests. Depending on the current level of compliance we may undertake a data matching exercise comparing Companies House data with payroll, accounts payable and declarations of interest made via Self Service to provide assurance that potential conflicts of interest have been declared and are being appropriately managed.	10	The last audit was carried out in 2017/18, which raised a number of key recommendations that were still outstanding during the Follow Up audit in 2018/19. The Audit Committee has requested that we audit this area again to provide assurance that controls have improved and continue to operate effectively. The outcome of this audit will inform the Ethical Culture audit.	1
Business Continuity and Emergency Planning	This audit will review the Council's arrangements for business continuity and emergency planning to test the robustness of the Council's processes to manage and respond to emergency events and major incidents such as failure of key ICT systems or complete unavailability of premises.	15	The Council should be prepared to deal with any major events and incidents at any time. Its business continuity plans should be subject to testing on a regular basis. During 2019/20, there has been an incident resulting in a critical failure of Agresso. In addition, a new system (Clearview) has recently been implemented to support BCP. Corporate Risk Register reference ICT0071 - ICT availability and continuity risk.	1

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Service Planning	The Council has a clear process for service planning at divisional and at individual service levels. This audit will review the adequacy and effectiveness of service planning arrangements to achieve the Council's and the Mayor's strategic objectives, priorities and outcomes.	15	Effective service planning is key to achieving the Council's vision of becoming a dynamic outcomes-based organisation using digital innovation and partnership working to respond to changing needs of the borough.	2
Management and Monitoring of the Delivery of Efficiency Savings	This audit will review the systems and procedures for managing and monitoring the delivery of approved efficiency savings at individual Directorate level and follow up in detail recommendations and actions from two previous audits.	15	The Council's efficiency savings targets have slipped year on year during the last three years. This has put more pressure on the Council's reserves to fund the budget shortfall, creating budgetary pressure on future years. Previous reports in this area have provided limited assurance.	1
Management of Corporate Response to H&S Risks	This audit will examine the Council's arrangements for responding to major Health and Safety incidents to ensure that a well co-ordinated and timely response is implemented.	10	There have been significant Health and Safety incidents e.g. Shadwell Basin and this audit will provide assurance that the Council's arrangements for responding to such events are robust and coordinated.	1
Procurement Compliance	This audit will involve testing of Directorate level compliance with the Council's procurement procedure and, if appropriate, the non-essential expenditure embargo in operation during the latter half of 2019/20.	10	The Council spends significant sums of money in procuring for works, goods and services. There is high risk of irregularities, errors, omissions, fraud and corruption occurring in this area due to over-ride of controls and procedures. Hence it is important that this area is subject to regular audit testing and review.	2
Purchase Cards Compliance	This audit will test compliance with the required purchase card procedures at Directorate level. We will select a sample of purchase card transactions to test whether the expenditure is	10	Use of purchase cards can expose the Council to risk of wasteful expenditure, poor value for money, irregularities, fraud and corruption. Hence it is important that this area is subject to regular audit	2

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
	properly reviewed and approved as well as, if appropriate, compliance with the non-essential expenditure embargo in operation during the latter half of 2019/20.		testing and review.	
Control and Monitoring of Agency Staff	This audit will review the controls and management of agency engagement and expenditure and evaluate the impact of the agency panel introduced in 2019/20.	20	The Council spends significant sums on temporary staff. To manage this expenditure a panel has been introduced to review and challenge. The Adecco contract has never been audited but is coming to and end and will be retendered. This presents a good opportunity to review the controls in this area before the new contract begins.	1
Total		130		

Governance

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Management of Complaints	This audit will review the arrangements to record, investigate and respond to customer complaints in line with the current policies. This audit will also examine how customer complaints feed into and shape service delivery.	15	The complaints procedure has now changed from a three stage process to two stage process. The last audit was in 2012/13. Management of complaints is a key element in Council's governance process. Directorate risk register ref. LPGIGC0004 - Failure to ensure complaints are effectively handled and resolved resulting in financial loss and reputational damage to the Council.	1
Management of Freedom of Information Requests	The objective of this audit will be to review the systems and processes for managing Freedom of Information requests by the Council.	15	Last audit was in 2013/14. This is a statutory requirement and assurance is required over a period of time on how effectively the Council complies with legislation.	2
IT Security Breaches and Incident Management	To review the arrangements for managing incidents of IT security / data breaches. We will review how incidents are reported, recorded and investigated for corrective action to be taken promptly.	10	IT security / data breaches should follow a clear governance and risk management process. There can be serious implications for the Council, if the arrangements are not robust.	1
Equality Assessments	A self-assessment tool has been implemented by the Council to ensure that equalities considerations are taken into account when making key policy decisions. We will independently validate the self- assessment process.	10	There is a legal requirement that equalities implications are taken into accounts when key decisions are made.	2

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Management of Consultations	To provide assurance that the legislative requirements for consultation with service users and other stakeholders (including Members) are adhered to and that feedback is appropriately considered.	10	The Council undertakes various consultations with residents and stakeholders for different purposes, some of which can be statutory. The Council is introducing a new consultations Hub. An assurance over these systems has been requested by management.	1
Overview and Scrutiny Functions	This audit will review the Council's overview and scrutiny functions to provide assurance that non-Executive members have an effective mechanism to hold the Executive to account.	15	Overview and scrutiny is an important part of good governance and helps ensure that the decisions of the Executive are in the best interests of residents.	2
Regulation of Investigatory Powers Act (RIPA) Compliance Audit	This audit will provide assurance that the Council has adequate systems to ensure compliance with the requirements of the Act. We will select a sample of services where either, overt or covert surveillance is undertaken and/or other enquiries linked to the Act are made (e.g. subscription data for mobile phones) to test compliance.	10	It is essential that officers understand RIPA and the requirements around surveillance and related investigation enquiries to ensure we comply fully with the legislation. The Council is subject to inspections by the Surveillance Commissioner.	1
Management and Monitoring of Local Community Fund (LCF) grants	The Council has awarded LCF grant funding to third sector organisations to provide a range of commissioned services. We will test the Council's arrangements for monitoring how effectively the third sector organisations are utilising this funding.	20	Awarding and monitoring of third sector grant funding has been subject to government intervention in the past. It is essential that the Council receives regular independent scrutiny and assurance over this area.	1
Total		**105**		

Health, Adults and Community

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Customer Journey - Adult Social Care	This audit will review the customer journey from the point a service user has requested a service, through to assessment, planning, commissioning, payment and regular review.	20	Mapping out and testing the customer journey will be useful for assessing bottlenecks, inefficient processes, learning and improving service provision. Directorate Risk register ref. ASD0019. People receiving inadequate / delayed care.	1
Adults Social Care Payments – Reconciliations	This audit will examine the process of reconciliation of "Payments made on account" to various providers of Domiciliary Care as well as their accuracy and alignment to the assessed needs.	10	Payment on account is an unacceptable process. The Council's procedures require that payments made are supported by invoices and verification that the invoiced services have actually been received. This audit will support the Customer Journey – Adult Social Care audit.	1
Contract Monitoring of Commissioned Services	This audit will examine systems and procedures for monitoring a sample of commissioned services for Adults social care to ensure that providers deliver the services to the required performance standards, that payments are made in line with the rates set out in the contract and key outcomes are delivered.	20	There are a multiple of commissioned services procured by the Directorate. It is essential that independent assurance is provided over the adequacy and soundness of these arrangements. Directorate risk register ref. ASD0024 Commissioning services in silo's results in missed opportunities for savings and growth resulting in not identifying ways of improving.	1

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Drug and Alcohol Services	The Council has procured contracts to deliver substance misuse services to residents their families. This audit will review contract monitoring arrangements to ensure that they are robust to achieve key outcomes.	15	The contract value is some £7m p.a. and it is important that independent assurance is provided. Management requested we reviewed this area.	1
Quality Assurance Systems	To provide assurance over the adequacy and application of the Quality Assurance Framework in place for Adults social care to ensure that it is consistently applied and that any findings from quality reviews are addressed.	15	Quality assurance is a key element of service improvement in provision of social care to vulnerable adults. A review of the QA framework and its application in social care practice will be beneficial. Corporate risk register ref. ASD0015 - Death or serious harm to a vulnerable adult.	2
Public Health - Data Quality	To test the quality of data collected by the service and its partners to compile various public health performance indicators for decision making either locally or nationally.	15	This audit was requested by management. If quality of data is deficient, this can result in poor decision-making.	2
Day Centres - Establishment Visits	We will visit a sample of Day Care centres to undertake regularity audit, providing assurance that Council's procedures for income control, expenditure control, inventory control, staffing control, security, health and safety etc. are complied with at local level.	15	As establishments like Day Care centres are away from the Head office, it is important that assurance is sought that the centres local management follow and comply with Council's policy and procedures.	2
Direct Payments - Compliance	This audit will review direct payments made to adult service users to ensure that payments are accurate, in line with the client's assessed need and used for appropriate services/expenditure.	15	Fraud within Direct payments is recognised as a national risk and this audit will provide assurance that the risks of fraud are being adequately managed.	1

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Management of Personal Health Budgets	We will review the management and monitoring of personal care budgets to ensure that resources are allocated and used effectively.	15	Similar to Direct Payments for Social Care there are risks in relation to fraud. This audit was also requested by management.	2
Total		**140**		

Children's and Culture

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Commissioning and Monitoring of Accommodation for Care Leavers	This review will examine policy and procedures for commissioning living accommodation for Care leavers. We will also review the procedures for monitoring of commissioned contracts and for making payments to the providers.	20	The last audit on Leaving Care received Nil assurance. The increasing cost of providing accommodation for care leavers contributed to a budget overspend in 2018/19.	1
Youth Service	To provide assurance that planning, managing and monitoring of the in-house and commissioned youth services are sound and secure and achieve the Council's objectives and priorities.	15	Last audit carried out was a Limited assurance audit. Youth Service's remains a high reputational risk area for the Council.	2
Children Placed at Distance	We will review the Council's systems for planning, placing, monitoring and reviewing children placed outside the borough to ensure that the care arrangements are sound and secure.	15	The Council has a higher number of children placed at distance than other boroughs. Whilst management are confident that the processes are sound this area would benefit from independent assurance.

Corporate risk register CSD0016 – death or serious harm to a child that was or should have been in receipt of services, either from the Council or a partner agency. | 2 |
| Management of Child Exploitation | This audit will review the Council's arrangements for managing child exploitation. The audit will be scoped in conjunction with the Divisional Director of Children's Social Care. | 15 | Child exploitation has increased in the borough. The audit was requested by the Divisional Director of Children's Social Care.

Corporate risk register CSD0016 – death or serious harm to a child | 1 |

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Schools Probity Audit	This audit covers areas of Leadership and Governance; Budget Management; Procurement; Income and Expenditure controls; Payroll and Personnel; Asset Management; and other key areas.	130	This is part of the LAs statutory responsibility to carry out a cyclical audit of maintained schools.	1
Multi Agency Safeguarding Hub	This audit will review the arrangements for multi-agency safeguarding hub and will provide assurance over its operation and effectiveness.	15	Assurance required that the Multi agency hub is working well. Audit requested by Divisional Director of Children's Social Care. Corporate Risk Register ref: CSD0016 – death or serious harm to a child	2
Contract monitoring of Children's Commissioned Services	This audit will examine systems for monitoring a sample of commissioned contracts to ensure that providers deliver the services to required performance standards, that payments are made in line with the rates set out in the contract and key outcomes are delivered.	20	There are a multiple of commissioned services procured by the Directorate. It is essential that independent assurance is provided over the adequacy and soundness of these arrangements.	2
Grouped Schools PFI Contract Monitoring	An audit of contract management and monitoring of the services provided under the Grouped School PFI contract. To provide assurance that controls are in place to ensure that all required services are delivered.	15	There are around 24 schools in the PFI contract. Assurance of the effectiveness of contract monitoring arrangements is an important element of the assurance framework.	2
Transition to Adult services	This will be a review of how effectively children needing continuing care are seamlessly transitioned to Adults services.	15	Management have indicated that this may be an area of weakness an requests for this audit have come from both Directorates. We will scope and report this audit with both Directorates. Corporate risk register CSD0016 – death or	1

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
			serious harm to a child.	
Troubled Families Grant	This will be monthly grant certification audit.	15	This is a grant certification audit. Audit checks and certification is required to ensure that the TF grants is paid over to the Council.	1
Total		275		

Place

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Directorate Level Governance	A high-level review of the effectiveness of governance arrangements in a specific directorate. This will be part of an annual rolling programme of governance audits across the Council.	20	Good governance is essential for any organisation to achieve its objectives and drive improvement, as well as maintain legal and ethical standards. We are introducing a rolling programme of directorate level governance audits.	1
Parking Permits and Payments	To review the systems and controls for issuing residents, business, contractors, public service and other parking permits.	15	A new parking system has been implemented which has proved challenging. This audit requested by the Audit Committee.	1
Highway Repairs and Maintenance Contract.	To provide assurance that controls are in place to ensure that the service is delivered in line with the contract and that the payments made for contracted services are accurate and timely.	15	The contract for Highways repairs and maintenance should be subject to regular independent audit. The last audit in 2017/18 provided limited assurance.	2
Client management of waste functions	Following the service being brought in-house, this audit will review the arrangements for client monitoring and management of the operational waste team to ensure that adequate controls are in place.	10	From 2020/21, the waste service will be run by the in-house operational team. It is important that effective client monitoring functions are implemented and independently audited.	2
Management of Community Buildings and Commercial Properties	To provide assurance that the Council's portfolio of community and commercial properties is managed effectively.	20	This audit has been carried forward from the 2019/20 audit plan.	1
New Council House Building Programme- procurement and contract audit	We will review the procurement and contract administration arrangements for construction of new build Council owned dwellings.	15	As part of Mayor's commitment to build 2000 new homes, it is important that in meeting this objective, the Council's	2

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
			procurement and contract administration procedures are complied with. These procurements are managed through a separate portal in Place and therefore should be separately audited to provide assurance. Director risk register ref. RDH0001 - The Council is unable to secure sufficient affordable self-contained accommodation for households in immediate need.	
New Town Hall Building Project	To provide assurance over the construction phase of the New Town Hall building project.	15	This is a major investment and as such it is important that independent assurance is provided over governance, programme and cost controls.	2
Capital Delivery	To review systems and controls in place for delivering capital projects for the Council to ensure that once approved, the capital projects are planned, delivered and monitored effectively.	20	The Council has approved significant investment in capital projects for 2019/20 and 2020/21. Capital underspend is projected for 2019/20 and hence it is important that capital schemes planned for 2020/21 are delivered.	1
Licences and Enforcement	To provide assurance over the administering and enforcement of delegated licenses to ensure that those premises and persons who are providing regulated activities are licensed properly and that adequate enforcement arrangements are in place.	15	License administration and enforcement is a key function. The last audit in this area was in 2015/16 and it is important that an independent assurance is provided over the operation of these activities.	2

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Payment Controls for Temporary Accommodation - compliance	This audit will review the payment control for those temporary accommodation which are spot and block purchased to ensure that there is adequate division of duties, authorisation and checking procedures.	15	There is risk that due to weak separation of duties, payments for temporary accommodation may not be well controlled. An independent check on the processes will be beneficial.	1
Total	1	**160**		1

Resources

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Directorate Level Governance	A high-level review of the effectiveness of governance arrangements in a specific directorate. This will be part of an annual rolling programme of governance audits across the council.	20	Good governance is essential for any organisation to achieve its objectives and drive improvement, as well as maintain legal and ethical standards. We are introducing a rolling programme of directorate level governance audits.	1
Treasury Management	This audit is part of the core financial systems audit and will focus on cashflow forecasting in particular.	15	Significant financial system. There have been two incidents recently where the Council has significantly exceeded its overdraft limits.	2
Housing Benefit Quality Assurance	The service has implemented a quality assurance process and has requested assurance that the QA Procedures are working well. We will select a sample of HB assessments and test that these have received adequate QA validation.	15	Requested by Head of Service.	1
Discretionary Housing Payments	There is officer level discretion to assess and pay some £1.7m of payments to residents who cannot pay private sector rents. This audit will review the systems for assessing and approving discretionary payments.	15	An independent assurance is required over the system to ensure that officer discretion is exercised within the scheme of delegation and that due processes are followed.	2
Payroll	To provide assurance that the payroll processes undertaken by the Council continue to operate effectively. To include new starters, leavers, pay amendments, deductions and management of over/underpayments.	15	Significant financial system that is audited biennially (dependent on assurance).	2

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Financial Regulations and Waivers	To provide assurance that systems and controls for administering financial regulations and any waivers to these regulations are controlled and monitored effectively.	10	Compliance with financial regulations is a key part of the governance framework.	1
Procurement - Compliance and Monitoring of Contracts	This will be compliance review to ensure that a sample of Resources contracts have been procured in accordance with procedures and that contract monitoring arrangements for those contracts are sound and secure.	15	Compliance with procurement procedures is a key part of governance and providing assurance that contracts are managed and monitored effectively.	1
Recruitment Controls and Pre-Employment Checks	To provide assurance over recruitment and pre-employment checks carried out for new Council staff. This will include an assessment of the adequacy of vetting procedures and checks on employment history, qualifications and identity.	20	This is a regular recruitment control and pre-employment checks audit as part of the assurance process. This audit has been brought forward from the 2019/20 audit plan which was deferred due to pending procurement of a new RMS.	1
Phase 1 Customer Contact Implementation Review	This will be a review of whether Phase 1 has delivered the planned savings, operational efficiency and lessons learnt before Phase 2 commences.	15	Management have requested that a review of Phase 1 be carried out to test the planning and implementation of the first phase and whether the programme has been effective and delivered as well as whether there are lessons to be learned.	2
HR Case management.	This audit will provide assurance that the systems and controls for managing and monitoring various HR cases are sound and secure.	15	As part of good HR governance, HR cases such as grievance, CHAD, disciplinary, employment tribunal , appeals etc. are managed efficiently and effectively.	1

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Financial Systems Audits	We will carry out audits on Creditors, Debtors, Budgetary Control, Pensions and NNDR as part of core financial systems audit programme. Specific audits will be selected on the basis of the results of the 2019/20 audit.	60	This is part of regular assurance process for the Council's core financial systems	2
Payments by CHAPS – compliance audit	This audit will test payments made by CHAPS transfer to ensure that these payments are supported by orders, are justified, approved and processed in accordance with procedures.	10	The CHAPS system processes payments which are outside the Creditors system and there are additional risks which require independent audit assurance.	1
Post Implementation Review of the Finance Restructure	This review will be an assessment of whether the objectives and outcomes of the Finance restructure has been achieved and lessons to be learnt for the future.	15	The Finance restructure was implemented at the beginning of 2019/20. Management have requested that a review be undertaken to assess how successful this exercise has been in achieving the key operational and efficiency savings objectives.	2
VAT Management	To provide assurance over the Council's policy and procedures for management of VAT to ensure that legal and regulatory requirements are complied with.	10	Assurance over VAT management is required on a regular basis. The last audit was in 2016/17.	2
School Accounts Reconciliation Checks	We will review the procedures for reconciling school accounts with Council General Ledger account to ensure that regular and end of year reconciliations are carried out.	15	This is part of regular assurance process.	2
Finance Improvement Plan	We will review the Improvement Plan put in place for the financial services to assess progress against the key milestones.	15	Resulting from various issues raised by the Council's External Auditors in respect of 2018/19 accounts, an improvement plan has been put in place. A review over this area will provide independent	1

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
			assurance that improvements will be delivered.	
Total		**280**		

Information Technology (Subject to Discussion with Divisional Director of IT)

Audit Title	Broad Scope	Audit Days	Rationale for the Audit	Priority
Total		**100**		

Proactive Anti-Fraud Activity

Initiative	Broad Scope	Days	Rationale
Annual Review of Policy Documents.	We will undertake reviews of or key governance documents including the Anti-Fraud and Corruption Strategy, Counter Fraud Manual, Anti-Bribery Policy, Anti-Money Laundering Policy and Prosecution Policy.	10	Good governance is essential for any organisation to achieve its objectives. We will ensure that our policies remain relevant, compliant with good practice and reflective of legislative changes.
National Fraud Initiative	We will act as Key Contact and ensure investigation of matches arising from the 2020 data submissions are managed effectively. Results will be reported to the Audit Committee regularly.	25	We are statutorily required to participate in the National Fraud Initiative.
Fraud Awareness	We will deliver at least 12 fraud awareness presentations and/or workshops across the Council. We deliver an internal fraud awareness campaign to coincide with International Fraud Awareness Week in November 2020. We will review and update anti-fraud content on the Council's Intranet and web site.	20	A strong anti-fraud culture is the first line of defence in combatting fraud affecting any organisation. This broad range of activity will improve awareness of the Council's fraud risks and create a deterrent effect.
Blue Badge Pro Active Exercises	We will undertake a minimum of four pro-active anti-fraud drives with the Police and other enforcement agencies.	15	The abuse of the Blue Badge scheme is recognised as a national problem and areas such as London are most affected due to the cost of parking making this crime more attractive and lucrative.
London Counter Fraud Hub	This is a new data sharing/matching initiative sponsored by CIPFA in partnership with BAE. We will coordinate the Council's participation and investigate the output (subject to agreement of business case).	200	The Council has decided to participate in the Hub and the fraud team will coordinate the Council's participation.

Initiative	Broad Scope	Days	Rationale
Internal Data matching / Data Analysis	We will undertake further data matching and analysis using the Council's data to detect instances of fraud in high risk areas such as Housing, Social Care and Procurement.	25	Data sharing/matching is recognised as a key tool in the fight against fraud. This activity is dependent on the effectiveness of the NFI and London Counter Fraud Hub, as well as our own capability/capacity.
Total		295	

Future Audit Topics for Consideration

Corporate and Council-Wide Reviews	Governance
- Effectiveness of the Council's Digital Offer - Advertising and Commercial Income - Control and Monitoring of DBS checks	- Legal Planning Meetings for Children's Social Care Cases - Tower Hamlets Strategic Partnerships - Communications Strategy and Protocols - SPP - Post implementation Review - Transparency Code - Compliance - Charging for Legal Services - Contract Signing and Sealing - Procurement of Solicitors, Barristers and Legal Advice - Strategic Information Governance
Resources	
- Council Tax - Bank Reconciliations - Medium Term Financial Strategy - Empty Property Rates and Inspection Compliance - Dynamic Procurement and Competitive Dialogue Compliance	
Place	**Health Adults and Community**
- Penalty Charge Notices - Passenger Transport and Operating Licence Review - Passenger Transport Recharges - Building Contract Administration and Standard Contract Documentation - Commercial Waste - Compliance with CDM requirements - In-house Temporary Resourcing services -ETRES - Property Disposals - THH Clienting Role - Markets - Repairs and Maintenance of Administrative and other Buildings - Checking of Use of Temporary Accommodation - Disabled Facilities Grants S. 106 Non-financial Obligations - Building Control Fees and Charges	- Prevent - Brokerage - Re-ablement Service - Annual Reviews of Care Plans - Failed Visits Procedures - Occupation Therapy
	Children and Culture
	- Home to School Transport - Youth Offending Team - Case Management - Children's Centres Establishment Visits - Management of School Cleaning - Traded Services with Schools - Management of School Catering