

**Internal Audit Progress Report**

**March 2017**

**Southampton City Council**



**Southern Internal  
Audit Partnership**

Assurance through excellence  
and innovation

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## 1. Role of Internal Audit

The requirement for an internal audit function in local government is detailed within the Accounts and Audit (England) Regulations 2015, which states that a relevant body 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.’***

The standards for ‘proper practices’ are laid down in the Public Sector Internal Audit Standards [the Standards – updated 2016].

The role of internal audit is best summarised through its definition within the Standards, as an:

***‘Independent, objective assurance and consulting activity designed to add value and improve an organisations operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes’.***

The Council is responsible for establishing and maintaining appropriate risk management processes, control systems, accounting records and governance arrangements. Internal audit plays a vital role in advising the Council that these arrangements are in place and operating effectively.

The Council’s response to internal audit activity should lead to the strengthening of the control environment and, therefore, contribute to the achievement of the organisations objectives.

## 2. Purpose of report

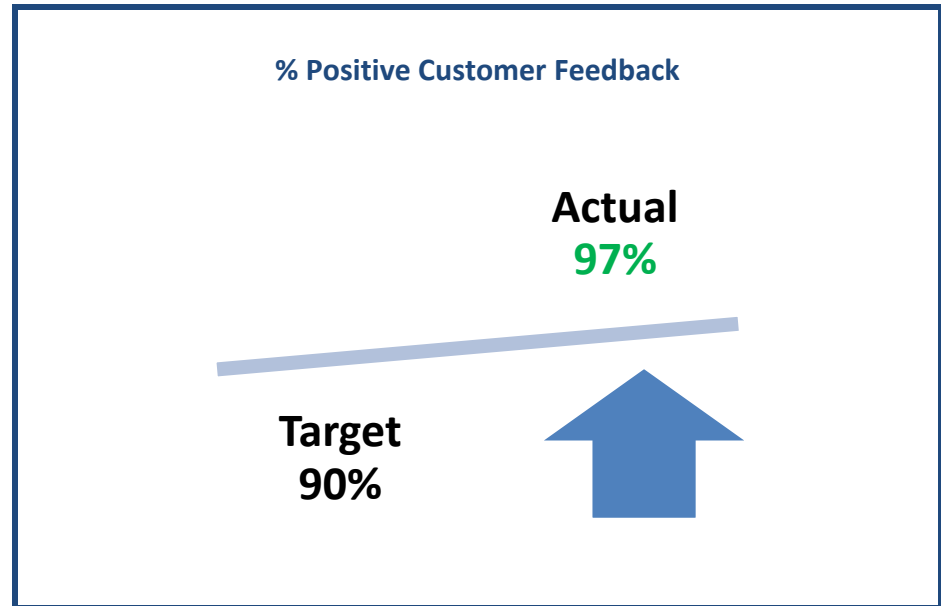
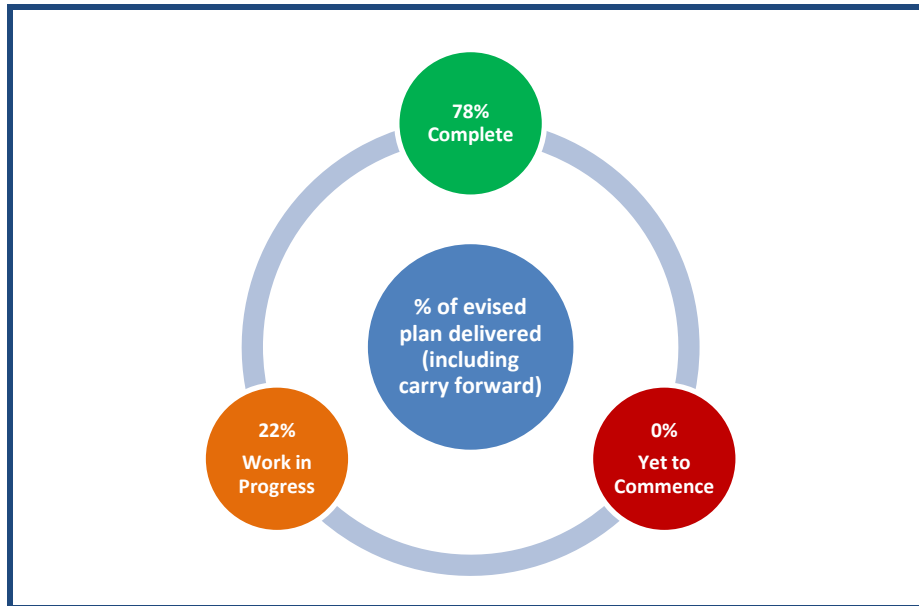
In accordance with proper internal audit practices (Public Sector Internal Audit Standards), and the Internal Audit Charter the Chief Internal Auditor is required to provide a written status report to ‘Senior Management’ and ‘the Board’, summarising:

- The status of ‘live’ internal audit reports;
- an update on progress against the annual audit plan;
- a summary of internal audit performance, planning and resourcing issues; and
- a summary of significant issues that impact on the Chief Internal Auditor’s annual opinion.

Internal audit reviews culminate in an opinion on the assurance that can be placed on the effectiveness of the framework of risk management, control and governance designed to support the achievement of management objectives of the service area under review. Assurance opinions are categorised as follows:

<b>Substantial</b>	A sound framework of internal control is in place and operating effectively. No risks to the achievement of system objectives have been identified
<b>Adequate</b>	Basically a sound framework of internal control with opportunities to improve controls and / or compliance with the control framework. No significant risks to the achievement of system objectives have been identified
<b>Limited</b>	Significant weakness identified in the framework of internal control and / or compliance with the control framework which could place the achievement of system objectives at risk
<b>No</b>	Fundamental weaknesses identified in the framework of internal control or the framework is ineffective or absent with significant risk to the achievement of system objectives

### 3. Performance dashboard



#### Compliance with Public Sector Internal Audit Standards / Local Government Application Note



An 'External Quality Assessment' of the Southern Internal Audit Partnership was undertaken by the Institute of Internal Auditors (IIA) in September 2015. The report concluded:

*'It is our view that the Southern Internal Audit Partnership 'generally conforms' (top grading) to **all** of the principles contained within the International Professional Practice Framework (IPPF); Public Sector Internal Audit Standards (PSIAS); and the Local Government Application Note (LAGN).*

#### 4. Status of 'Live' Reports

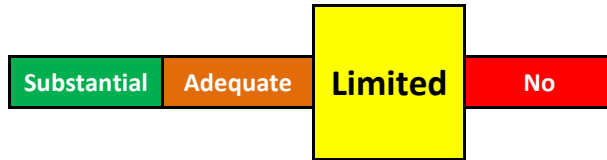
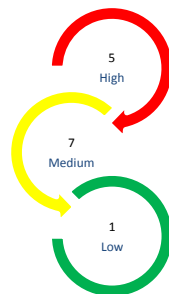
Audit Review	Report Date	Directorate Sponsor	Assurance Opinion	Management Actions ('High Priority')				
				Reported	Not Accepted	Pending	Cleared	Overdue
Client Monies Service	09/03/15	People	Limited	30 (16)	0 (0)	0 (0)	29 (16)	1 (0)
Financial Assessment Process	13/07/15	People	Limited	32 (22)	0 (0)	0 (0)	31 (22)	1 (0)
Accounts Receivable/Debt Management	08/10/15	Corporate Services	Adequate	8 (1)	0 (0)	0 (0)	7 (1)	1 (0)
IT disaster recovery	22/02/2016	Corporate Services	Limited	10 (3)	0 (0)	0 (0)	6 (2)	4 (1)
Across Schools Thematic Review Payroll	09/03/2016	Children & Families	Adequate	4 (1)	0 (0)	2 (0)	2 (1)	0 (0)
Human Resources – sickness monitoring	18/03/2016	Corporate Services	Adequate	15 (10)	0 (0)	0 (0)	12 (10)	3 (0)
HMO Licencing	22/03/2016	Transactions & Universal Services	Adequate	13 (7)	0 (0)	0 (0)	7 (3)	6 (4)
Continuing healthcare	06/04/16	DASS	Adequate	6 (3)	0 (0)	1 (1)	4 (2)	1 (0)
Telecommunications	12/04/16	SD D&BO	Limited	4 (0)	0 (0)	0 (0)	3 (0)	1 (0)
Integrated Commissioning Unit Governance	21/04/16	SD Q&I	Adequate	6 (4)	0 (0)	0 (0)	5 (3)	1 (1)

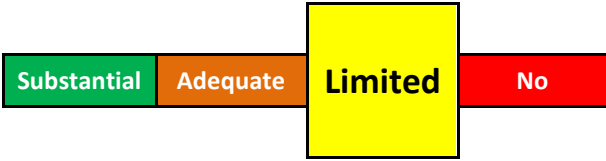
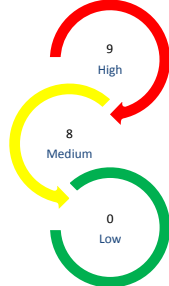
Audit Review	Report Date	Directorate Sponsor	Assurance Opinion	Management Actions ('High Priority')				
				Reported	Not Accepted	Pending	Cleared	Overdue
Safeguarding Adults	05/05/16	DASS	Limited	27 (6)	0 (0)	0 (0)	26 (6)	1 (0)
Quality assurance	16/05/16	DASS	Limited	12 (8)	0 (0)	0 (0)	6 (5)	6 (3)
Fostering	25/05/16	DCS	Limited	20 (16)	0 (0)	0 (0)	19 (15)	1 (1)
Business Continuity and Emergency Planning (follow up)	26/05/16	SD D&BO	N/A	1 (0)	0 (0)	1 (0)	0 (0)	0 (0)
DOLS	16/06/16	DASS	Limited	12 (12)	0 (0)	0 (0)	10 (10)	2 (2)
Health & Safety (follow up)	12/07/16	SD D&BO	N/A	16 (11)	0 (0)	4 (3)	12 (8)	0 (0)
Direct Payments	02/08/16	DASS	Limited	41 (14)	0 (0)	0 (0)	19 (12)	22 (2)
Local Government Transparency Code	28/09/16	SD L&G	Adequate	10 (5)	0 (0)	0 (0)	1 (1)	9 (4)
ICU Quality Monitoring Team	26/10/16	SD Q&I	Adequate	6 (3)	0 (0)	2 (0)	4 (3)	0 (0)
Safeguarding - Protection and Court Teams (PACT)	22/11/16	DASS	Limited	13 (5)	0 (0)	0 (0)	8 (4)	5 (1)
IT Network Management and Security	23/11/16	SD D&BO	Adequate	7 (2)	0 (0)	2 (0)	1 (0)	4 (2)
HR Pay and Allowances	20/12/16	CSO	Adequate	13 (8)	0 (0)	3 (3)	10 (5)	0 (0)
Across Schools Thematic Review - Schools Admissions and Attendance	09/02/17	DCS	Adequate	9 (4)	0 (0)	6 (1)	0 (0)	3 (3)
Employers Pensions	10/03/17	CSO	Adequate	6 (2)	0 (0)	2 (0)	4 (2)	0 (0)
Care Leavers	14/03/17	DCS	Adequate	2 (2)	0 (0)	2 (2)	0 (0)	0 (0)

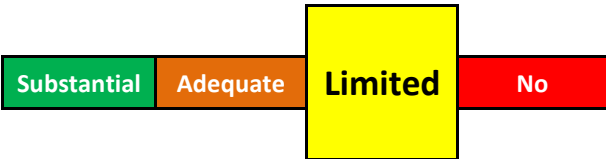
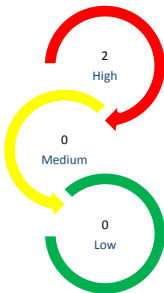
Audit Review	Report Date	Directorate Sponsor	Assurance Opinion	Management Actions ('High Priority')				
				Reported	Not Accepted	Pending	Cleared	Overdue
Across Schools Thematic Review – Budgetary Control	15/03/17	DCS	Limited	2 (2)	0 (0)	1 (1)	1 (1)	0 (0)
Looked After Children	21/03/17	DCS	Adequate	15 (15)	0 (0)	2 (2)	13 (13)	0 (0)
Urgent Response Service	28/03/17	DASS	Adequate	1 (1)	0 (0)	1 (1)	0 (0)	0 (0)
Contract Management – RFID	29/03/17	SD D&BO	Adequate	2 (1)	0 (0)	1 (0)	1 (1)	0 (0)



**5. Executive Summaries of new reports published concluding a ‘Limited’ or ‘No’ assurance opinion**

<b>PACT</b>		
<p><b>Directorate Sponsor:</b> Richard Crouch, Chief Operations Officer  <b>Key Contacts:</b> Phil Bullingham, Service Lead, Safeguarding, Information Governance &amp; Compliance; Jane White, Principal Officer, Looked After Children &amp; Resources; Jacqui Westbury, Quality Assurance Safeguarding Manager; Sharon Hawkins, Interim Service Manager</p> <p><b>Final Report Issued:</b> 22 November 2016</p>	<p><b>Assurance opinion:</b></p> 	<p><b>Management Actions:</b></p> 
<p><b>Summary of key observations:</b></p> <p>The Child Protection and Court Team (PACT) work directly with children and young people who are at risk of significant harm. The PACT’s responsibilities cover the safeguarding, assessment and protection of children. Referrals are received from the Multi Agency Safeguarding Hub (MASH) and other teams. The service work closely with multi-agency partners, legal advisors and specialist family assessment and intervention services to ensure that children are protected from harm, and have their needs met. The roles and responsibilities of staff were defined and communicated with guidance available via the children’s services practice manual available on the Southampton City Council intranet.</p> <p>Testing found that recording of visits was being made within the stated 48 hours timeframe and client records in PARIS were being updated. However, we found that chronologies were not up to date and did not adhere to the requirements of the published guidance (Laming report or the Children’s Service Practice Manual). Additionally, testing identified gaps in recording of documentation in relation to legal planning meetings and the pre-proceedings process.</p> <p>We were unable to confirm that supervision agreements were in place for staff and managers. Additionally, we found that some supervision sessions were not recorded as being held within the six week timescale. The Council has an action plan in response to the 2015 Ofsted inspection, and one of the issues raised by Ofsted was that “the supervision of social workers does not consistently promote reflective practice”.</p> <p>The PACT Team Managers received weekly updates via “SKIRT” reports (Safeguarding Key Indicators Reporting Tool), which were supplemented by a new report in January 2016. However, the new report contains known issues with regard data accuracy of case activity. This is currently being corrected, with key staff from children services and performance management working together to ensure reports are as accurate as possible.</p>		

<b>SEND</b>		
<p><b>Directorate Sponsor:</b> Richard Crouch, Chief Operating Officer</p> <p><b>Key Contacts:</b> Kim Drake, Service Director, Children’s &amp; Families; Jo Cassey, Principal Officer, Education &amp; Early Years; Simon McKenzie, Service Manager, Kalvinder Garewal, SEND Manager, Phil Bullingham, Service Lead Standards &amp; Improvements.</p> <p><b>Final Report Issued:</b> 17 November 2016</p>	<p><b>Assurance opinion:</b></p> 	<p><b>Management Actions:</b></p> 
<p><b>Summary of key observations:</b></p> <p>Testing of a sample of Education, Health and Care Plans (EHCPs) applications identified that statutory timeframes throughout the process were not being achieved. In particular, the issuing of draft EHCPs within 16 weeks and final EHCPs within 20 weeks were not being met in the majority of cases. This was due to a variety of factors, including the reliance of external agencies providing information in addition to the SEND Team not quality checking or completing plans within the relevant timeframes.</p> <p>Testing reviewed the process for transferring children across from a “statement” to an EHCP (per DfE requirements by 1 April 2018). The timeframe for a transferred EHCP is 12 weeks. None of the transfers tested within our sample met this statutory timeframe</p> <p>We found that within the last 12 months, the SEND Team had introduced a centralised spreadsheet to assist with monitoring the progress of applications and identify which parts of the process were not meeting required deadlines. Testing identified that the Business Support Team, who maintain the spreadsheet were not keeping this record up to date.</p> <p>Our review highlighted issues with budgetary control and reporting. We found that there had been no historical detail to identify where the service are in terms of the level of provision or the cost of ‘high cost placements’, which reported a £500,000 overspend during 2015/16. We were advised that going forward regular monthly meetings were to be established between the designated accountant and the SEN Service Manager to address financial control, monitoring and spending issues.</p> <p><b>All management actions raised to mitigate identified risks have been implemented.</b></p>		

Across Schools Thematic Review – Budgetary Control		
<p><b>Directorate Sponsor:</b> Richard Crouch, Chief Operating Officer</p> <p><b>Key Contacts:</b> Jo Cassey, Service Lead Education &amp; Early Help; Irfan Khan, Principal Accountant; Glenda Lane Governance &amp; Leadership Advisor</p> <p><b>Final Report Issued:</b> 15 March 2017</p>	<p><b>Assurance opinion:</b></p> 	<p><b>Management Actions:</b></p> 
<p><b>Summary of key observations:</b></p> <p>Governors maintain overall budget responsibility for the school, as such the recording of budget approval and monitoring by the Governing Body is vital to ensure that it can be demonstrated that Governors are kept up to date on the financial position of the school and that spending/budget decisions are clearly documented. Whilst it was apparent that financial planning, budget approval and in year monitoring was taking place, the frequency and robustness was not routinely evident based upon the information available.</p> <p>We tested to ensure that the main school budget for each of the ten schools visited had been approved by Governing Bodies. We were unable to evidence appropriately minuted Governor approval of the initial budget setting for nine of the ten schools. Five schools had additional community budgets for which we were unable to find evidence of appropriate approval.</p> <p>The main school budget must be re-approved if it is revised and we found that nine of the ten had not been minuted appropriately as having been approved. The five additional community budgets also did not demonstrate approval of their revision.</p> <p>Schools are required to print budget monitoring reports on a regular basis for review and reporting to Governors. While the review found that variations had been identified through the year and reported to Governors for all ten schools, the evidencing of financial analysis was inconsistent. Nine of the ten schools were unable to demonstrate both printing and review of their monitoring reports. We were also unable to see evidence of appropriate monitoring of the five additional budgets.</p>		

## 6. Fraud and Irregularities

In accordance with the Local Government Transparency Code 2015 there is a requirement on local authorities to publish the following information with regard counter fraud work:

Local Government Transparency Code 2015	01.04.2016 – 05.03.2017
<b>Part 2 Requirements - Fraud</b>	
<b>Number of occasions powers under the Prevention of Social Housing Fraud (Power to Require Information) (England) Regulations 2014, or similar powers have been used</b>	Nil
<b>Total number (absolute and full time equivalent) of employees undertaking investigations and prosecutions of fraud</b>	2 fte*
<b>Total number (absolute and full time equivalent) of professionally accredited counter fraud specialists</b>	4 fte*
<b>Total amount of time spent by the authority on the investigation and prosecution of fraud</b>	91 days
<b>Total number of (new) fraud cases investigated</b>	6 **

\*relates to internal audit staff across the wider SIAP only (does not include other areas of the Council that may affect reported figures i.e. legal, HR, Trading Standards, departmental investigating officers etc.)

\*\*the definition of fraud is as set out by the Audit Commission in *Protecting the Public Purse - 'the intentional false representation, including failure to declare information or abuse of position that is carried out to make gain, cause loss or expose another to the risk of loss.'*

## 7. Planning & Resourcing

The internal audit plan for 2016/17 was approved by the Council's Management Team and the Governance Committee in April 2016.

The audit plan remains fluid to provide a responsive service that reacts to the changing needs of the Council. Progress against the plan is detailed within section 8

## 8. Rolling Work Programme

Audit Review	Audit Sponsor	Scoping	Audit Outline Issued	Fieldwork	Draft Report Issued	Final Report Issued	Assurance Opinion	Tracker (✓ on schedule ✗ Delay)	Comment
<b>2016-17 Reviews (incl. 2015-16 Carry Forward)</b>									
<b>Corporate Cross Cutting</b>									
Transformation – Governance and Programme Management	TD	✓	✓	✓	✓	✓	Adequate	✓	15/16
Business Continuity and Emergency Planning (Follow up)	SD D&BO	✓	✓	✓	✓	✓	N/A	✓	15/16
Health and Safety (Follow up)	SD D&BO	✓	✓	✓	✓	✓	N/A	✓	15/16
Transformation	TD	✓	✓	✓	-	✓	N/A	✓	
Health and Safety	SD D&BO	✓	✓	✓	✓			✗	Draft report issued 17/02/17.

Audit Review	Audit Sponsor	Scoping	Audit Outline Issued	Fieldwork	Draft Report Issued	Final Report Issued	Assurance Opinion	Tracker (✓ on schedule ✘ Delay)	Comment
Human Resources – Pay and Allowances	CSO	✓	✓	✓	✓	✓	Adequate	✓	
<b>Corporate Governance</b>									
Annual Governance Statement (Assurance Statement)	SD L&G	-	-	✓	-	✓	Adequate	✓	
Proactive Fraud Review – Billing of mobile devices	SD F&C	-	-	✓	✓		N/A	✘	Draft report issued 11/01/17
National Fraud Initiative	SD F&C	-	-	✓	-	-	N/A	✓	
Local Government Transparency Code 2015	SD L&G	✓	✓	✓	✓	✓	Adequate	✓	
<b>Financial management</b>									
Housing Rents and Debt Management	SD F&C	✓	✓	✓	✓	✓	Substantial	✓	15/16
Income Collection and Transactions (Port Health)	SD F&C	✓	✓	✓	✓	✓	Adequate	✓	
Accounts Payable	SD F&C	✓	✓	✓	✓	✓	Substantial	✓	15/16
Main Accounting System	SD F&C	✓	✓	✓	✓	✓	Adequate	✓	15/16
Payroll	SD F&C	✓	✓	✓	✓	✓	Substantial	✓	15/16
Employers Pensions	CSO	✓	✓	✓	✓	✓	Adequate	✓	

Audit Review	Audit Sponsor	Scoping	Audit Outline Issued	Fieldwork	Draft Report Issued	Final Report Issued	Assurance Opinion	Tracker (✓ on schedule ✗ Delay)	Comment
Accounts Receivable & Debt Management	SD F&C	✓	✓	✓	✓			✓	Draft report issued 24/03/17.
NNDR	SD F&C	✓	✓	✓	✓	✓	Adequate	✓	
Housing Benefits (inc Council Tax Reduction Scheme)	SD F&C	✓	✓	✓	✓	✓	Substantial	✓	
<b>IT</b>									
Telecommunications	SD D&BO	✓	✓	✓	✓	✓	Limited	✓	15/16
IT Applications and Operating Systems	SD D&BO	✓	✓	✓	✓			✓	Draft report issued 08/03/17
Network Management and Security	SD D&BO	✓	✓	✓	✓	✓	Adequate	✓	
Virtualisation	SD D&BO	✓	✓	✓	✓	✓	Adequate	✓	
Cyber Essentials Scheme – Assurance mapping	SD D&BO	-	-	✓	-	-	N/A	✓	
<b>Strategic Objectives</b>									
Arts and Heritage	SD G	✓	✓	✓	✓	✓	Substantial	✓	15/16
Across Schools Thematic Review – Compliance with Procurement Rules	DCS	✓	✓	✓	✓	✓	Limited	✓	15/16

Audit Review	Audit Sponsor	Scoping	Audit Outline Issued	Fieldwork	Draft Report Issued	Final Report Issued	Assurance Opinion	Tracker (✓ on schedule ✗ Delay)	Comment
Safeguarding - Protection and Court Teams (PACT)	DASS	✓	✓	✓	✓	✓	Limited	✓	15/16
Integrated Commissioning Unit – Governance	SD Q&I	✓	✓	✓	✓	✓	Adequate	✓	15/16
Integrated Commissioning Unit – Domiciliary Care Procurement	SD Q&I	✓	✓	✓	✓	✓	Adequate	✓	
Housing – Stock Control (follow up)	DASS	✓	✓	✓	✓	✓	N/A	✓	15/16
Leisure - contract management	SD D&BO	✓	✓	✓	✓	✓	Limited	✓	15/16
Adoption	DCS	✓	✓	✓	✓	✓	Limited	✓	15/16
Better Care Fund	SD Q&I	✓	✓	✓	✓	✓	Substantial	✓	15/16
Care Act	DASS	✓	✓	✓	✓			✗	Draft report issued 25/08/16
Families Matters governance review	DCS	✓	✓	✓	✓	✓	N/A	✓	15/16
Safeguarding - Adults	DASS	✓	✓	✓	✓	✓	Limited	✓	15/16
Continuing healthcare	DASS	✓	✓	✓	✓	✓	Adequate	✓	15/16
Fostering	DCS	✓	✓	✓	✓	✓	Limited	✓	15/16
Direct payments	DASS	✓	✓	✓	✓	✓	Limited	✓	15/16
Quality assurance	DASS	✓	✓	✓	✓	✓	Limited	✓	15/16



Audit Review	Audit Sponsor	Scoping	Audit Outline Issued	Fieldwork	Draft Report Issued	Final Report Issued	Assurance Opinion	Tracker (✓ on schedule ✗ Delay)	Comment
DOLS	DASS	✓	✓	✓	✓	✓	Limited	✓	15/16
Public Health	SD PH	✓	✓	✓	✓	✓	Limited	✓	15/16
Across Schools Thematic Review – Budgetary Control	DCS	✓	✓	✓	✓	✓	Limited	✓	
Across Schools Thematic Review - Schools Admissions and Attendance	DCS	✓	✓	✓	✓	✓	Adequate	✓	
0-25 Special Educational Needs	DCS	✓	✓	✓	✓	✓	Limited	✓	
Short Breaks	DCS	✓	✓	✓				✓	
SFVS - School Financial Value Standard (Return)	SD F&C	✓	-	✓	-	-	N/A	✓	
SFVS – Analysis/Follow-up	SD F&C	✓	-	✓	-	✓	N/A	✓	
Childrens Safeguarding – End to End Case Review	DCS	✓	✓	✓				✓	
Care Leavers	DCS	✓	✓	✓	✓	✓	Adequate	✓	
Looked After Children	DCS	✓	✓	✓	✓	✓	Adequate	✓	
Direct payments	DASS	✓	✓	✓	✓			✓	Draft report issued 27/03/17
Families Matters grant claim 1	DCS	✓	-	✓	-	✓	N/A	✓	

Audit Review	Audit Sponsor	Scoping	Audit Outline Issued	Fieldwork	Draft Report Issued	Final Report Issued	Assurance Opinion	Tracker (✓ on schedule ✗ Delay)	Comment
Families Matters grant claim 2	DCS	✓	-	✓	-	✓	N/A	✓	
Families Matters grant claim 3	DCS	✓	-	✓	-	✓	N/A	✓	
Families Matters grant claim 4	DCS	✓	-	✓	-	✓	N/A	✓	
ICU – Care Placement Service	SD Q&I	✓	✓	✓	✓	✓	Adequate	✓	
ICU – Quality Monitoring Team	SD Q&I	✓	✓	✓	✓	✓	Adequate	✓	
Urgent Response Service	DASS	✓	✓	✓	✓	✓	Adequate	✓	
Capital Programme Management	SD G	✓	✓	✓	✓			✓	Position statement. issued 28/03/17
Port Health	SD T&US	✓	✓	✓	✓			✓	Draft report issued 15/03/17.
CIL – Community Infrastructure Levy	SD G	✓	✓	✓	✓			✓	Draft report issued 15/03/17.
Housing Depot Review	DASS	✓	✓	✓	✓	✓	N/A	✓	
Procurement	SD D&BO	✓	✓	✓					
Contract Management – RFID	SD D&BO	✓	✓	✓	✓	✓	Adequate	✓	
Contract Management – Supported Buses	SD D&BO	✓	✓	✓	✓			✗	Draft report issued 30/09/17
Contract Management – Highways	SD D&BO	✓	✓	✓	✓			✓	Draft report issued 28/03/17.

Audit Review	Audit Sponsor	Scoping	Audit Outline Issued	Fieldwork	Draft Report Issued	Final Report Issued	Assurance Opinion	Tracker (✓ on schedule ✗ Delay)	Comment
ICU – Contract Management	SD Q&I	✓	✓	✓					
Joint Venture – PSP	TD	✓	✓	✓				✓	
Bitterne Sixth Form – Capital Project	SD F&C	✓	✓	✓	✓	✓	N/A	✓	
PUSH	SD F&C	✓	✓	✓	✓	✓	Substantial	✓	
Local Transport Capital Block Funding	SD F&C	✓	-	✓	-	✓	N/A	✓	
Disabled Facilities Grant	SD F&C	✓	-	✓	-	✓	N/A	✓	
Local Authority Bus Subsidy Grant	SD F&C	✓	-	✓	-	✓	N/A	✓	

Complete 58. NB excludes Capital and asset management as revised this to DR issued.

WIP 16 (report issued 11, report due 5)

27/03/17

Key	Audit Sponsor HUB (Service Director)
<b>CSO</b>	(Chief Strategy Officer)
<b>DASS</b>	Operations (SD Housing, Adults & Communities)
<b>DCS</b>	Operations (SD Children & Families)
<b>SD D&amp;BO</b>	Transformation (SD Digital & Business Operations)
<b>SD F&amp;C</b>	Strategic (SD Finance & Commercialisation)
<b>SD G</b>	Operations (SD Growth)
<b>SD L&amp;G</b>	Strategic (SD Legal & Governance)
<b>SD PH</b>	Strategic (Director of Public Health)
<b>SD Q&amp;I</b>	Strategic (Director of Quality & Integration)
<b>SD T&amp;US</b>	Operations (SD Transactions & Universal Services)
<b>TD</b>	Transformation (Transformation Director)