

AUDIT COMMITTEE – 1 July 2016

Title of paper:	AUDIT COMMITTEE ANNUAL REPORT 2015/2016	
Director(s)/ Corporate Director(s):	Councillor Sarah Piper Chair of the Audit Committee	Wards affected: All
Report author(s) and contact details:	Councillor Sarah Piper Chair of the Audit Committee Email: sarah.piper@nottinghamcity.gov.uk	
Other colleagues who have provided input:		
Recommendation(s):		
1	To note the work undertaken and approve the report at Appendix 1 .	

1 REASONS FOR RECOMMENDATIONS

- 1.1 This report outlines the work undertaken by the Audit Committee in 2015/2016 and explains how the Committee has filled its designated role within the Constitution and how this work relates to its core responsibilities.

2 BACKGROUND

- 2.1 The Committee is central to the provision of effective corporate governance, which partly depends on a systematic strategy, clear framework and processes for managing risk. Good governance also maintains and increases public confidence in the objectivity and fairness of financial and other reporting, as well as helping to deliver improved services. It is important that local authorities have independent assurance about the mechanisms underpinning these aspects of governance.
- 2.2 An effective Audit Committee helps to raise the profile and effectiveness of internal control, risk management and financial reporting within the Council and should enhance public trust and confidence in the governance of the Council.
- 2.3 In order to demonstrate the effectiveness of the Committee and develop public trust, the Chair has produced this annual report in respect of its activities. It is aimed to develop the Council's commitment to improving corporate governance.
- 2.4 The report at **Appendix 1** summarises the work undertaken by the Committee during 2015/2016, shows the topics it discussed and uses its Terms of Reference to demonstrate how it met its objectives and responsibilities. The report recognises the positive contributions of councillors and colleagues in the deliberations of the Committee and the positive effect the Committee has had on the Council's governance arrangements. For the purpose of reporting, the report categorises the work under the broad themes below.
- Risk Management
 - Performance Management
 - External Audit
 - Internal Audit
 - Other Work

2.5 The work undertaken is, however, cross cutting and the work covered in each theme is complimentary to that reported in the other themes.

3 BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING EXEMPT OR CONFIDENTIAL INFORMATION

3.1 None.

4 PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

4.1 None.

Appendix 1

Audit Committee Annual Report 2015/2016

Foreword by the Chair

In this, my fourth annual report, I would again like to express my gratitude for the help I have received from committee members and to thank them all for their hard work and diligence. In particular I would like to thank Councillor Mike Edwards, who is stepping down as a full member of the Committee after a substantial period, and who has always been a dedicated and enthusiastic member of this Committee. I would also like to express my appreciation to the Head of Audit and Risk, who has supported the Committee throughout the year with advice and the provision of training, and also to Council colleagues and the providers of external assurances, who have attended our meetings and answered our questions. Indeed those who have attended the committee will be able to testify that appearing before the Audit Committee can be a challenging experience, since detailed questioning and responses are necessary for the Committee to assure itself of the Council's governance arrangements.

The following report summarises the work performed over the year 2015/2016 and describes how the Committee has contributed to the effectiveness of the Council by the work it has done including:

- Reviewing the mechanisms for the assessment and management of risk and thereby developing the Council's ability to respond to known and emerging risks;
- Managing a good working relationship with the External Auditor, ensuring appropriate action was taken on its recommendations and the most efficient use of external and Internal Audit was achieved;
- Overseeing the performance of the Internal Audit Service;
- Ensuring audit findings are actioned and consequently helping to improve the Council's effectiveness and governance arrangements;
- Monitoring of, and contribution to, the development of the Council's Statement of Accounts and overseeing the Council's Treasury Management arrangements; and
- Accepting new responsibilities for overseeing our partnership with other notable organisations.

Purpose of the Committee

Corporate governance is a phrase used to describe the mechanisms underpinning how the Council directs and controls its operations, and relates to the people of Nottingham. Good corporate governance requires organisations to undertake their functions with integrity and in a way that is accountable, transparent, effective and inclusive. My role of the Chair of the Audit Committee is to drive forward improvements on corporate governance. This means I must;

- Consider the reports of external audit and inspection agencies;
- Support the Committee in reviewing the financial statements, external auditor's opinion and reports to Councillors, and monitor management action in response to the issues raised by external audit;
- Support the Committee in reviewing the Council's integrated planning and performance framework;
- Support consideration of the effectiveness of the Council's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements;

- Seek assurances that action is being taken on risk-related issues identified by auditors and inspectors;
- Lead the Committee to be satisfied that the authority's assurance statements, including the Annual Governance Statement, properly reflect the risk environment and any actions required to improve it;
- Lead approval (but not direct) Internal Audit's strategy, plan and monitor performance.
- Support the review of the summary Internal Audit reports and the main issues arising, and seek assurance that action has been taken where necessary;
- Ensure that there are effective relationships between external and internal audit, inspection agencies and other relevant bodies, and that the value of the audit process is actively promoted; and
- Lead the Audit Committee in procuring external audit if required.

Committee Aims

The Committee helps to raise the profile of internal control, risk management and financial reporting within the Council. The Committee enhances public trust and confidence in the governance of the Council. My annual report underlines this important work and demonstrates the Council's awareness and commitment to maintaining and improving corporate governance across all its dealings. In summary, the Committee's role is to challenge, assess and gather assurance from within the Council and from external agencies, on the level and quality of the internal control and risk management processes in place. It also approves Audit Plans, the Statement of Accounts, and AGS and monitors the robustness of performance management systems. The benefits to be gained from operating an effective committee are that it:

- raises greater awareness of the need for internal control and the implementation of audit recommendations;
- increases public confidence in the objectivity and fairness of financial and other reporting;
- reinforces the importance and independence of internal and external audit and any other similar review process (eg providing a view on the AGS);
- provides additional assurance through a process of independent and objective review.

Membership

The Audit Committee is made up of 9 non-executive councillors appointed to reflect the political balance of the Council and 1 independent member. The members of the Committee for 2015/2016 were:

Councillor Sarah Piper (Chair)
 Councillor Steve Young (Vice Chair)
 Councillor Mike Edwards
 Councillor John Hartshorne
 Councillor Dave Liversidge
 Councillor Anne Peach
 Councillor Toby Neal
 Councillor Malcolm Wood
 Councillor Andrew Rule

Work Undertaken

The following summary of activity is categorised by the main topic or source of the assurance. The work is reflective of the Committee's terms of reference shown at **Appendix A**, which is addressed via an annual work programme endorsed by the Committee. The analysis has been derived from the reports and presentations set before the Committee in the period. **Appendix B** cross references the essential elements of the annual work programme to the Committee's terms of reference.

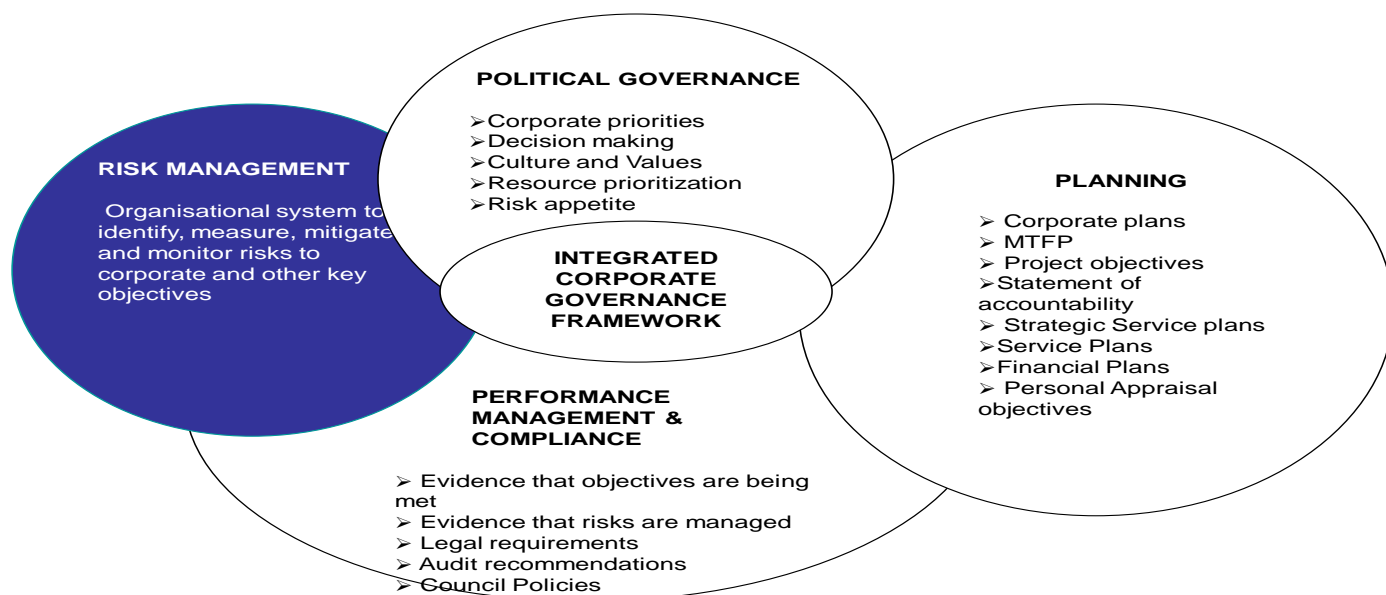
A. Risk Management

Rationale

The role and remit of the Committee was defined when it was established in 2008. The Committee's key risk management role is to provide assurance on the adequacy of the Council's Risk Management Framework (RMF) and the associated control environment by reviewing the mechanisms for assessing and managing risk. The role places the Committee at the centre of the Council's implementation of the RMF and associated policies and practices.

Summary of Work

Risk Management is an essential part of the Council's governance framework, the main elements of which are summarised below. The following illustration shows the interdependence of the key governance elements and how they sit together with risk management.



RISK MANAGEMENT FRAMEWORK

The Committee has responsibility for approving the RMF which provides policy and detailed practical guidance on the Council's risk management approach. The Strategic Risk Strategy provides practical guidance on the management of the Strategic Risk Register (SRR) and the

risks within it, including escalation/ delegation of risks, reporting arrangements, responsibilities. Risk Strategies accompany Risk Registers maintaining a rigorous Risk and Opportunity Management approach while enabling flexibility in how risks are managed at different levels of the organisation. This approach reflects departmental priorities, ways of working and activities whilst complying with the requirements of higher level risk strategies. During the year the Committee approved a review of the current policy, strategy and process for the delivery of strategic risk management to ensure that City Council Risk Management is fit for purpose and can achieve the required objectives.

The Following Diagram Illustrates the interrelationship of the Council’s Risk Registers



B. Performance Management

Rationale

The Committee receives periodic reports in respect of how the Council’s Performance Management Framework (PMF) is being implemented across the Council, which guides its management of non-financial, strategic and operational performance. This gives the Committee an insight into how strategic and operational performance is being managed and how the use of the PMF affects the Council’s exposure to risk and weakens the control environment.

The Council Plan stresses the importance of having effective performance management in place which effectively measure and report success in delivering its key priorities. It is also enshrined in The Nottingham Plan to 2020 which forms the key overarching strategic plan for the public service agencies to deliver the priorities for the city by 2020.

Summary of Work

The Committee approved the Council’s approach to Risk Management, which includes the following key points:-

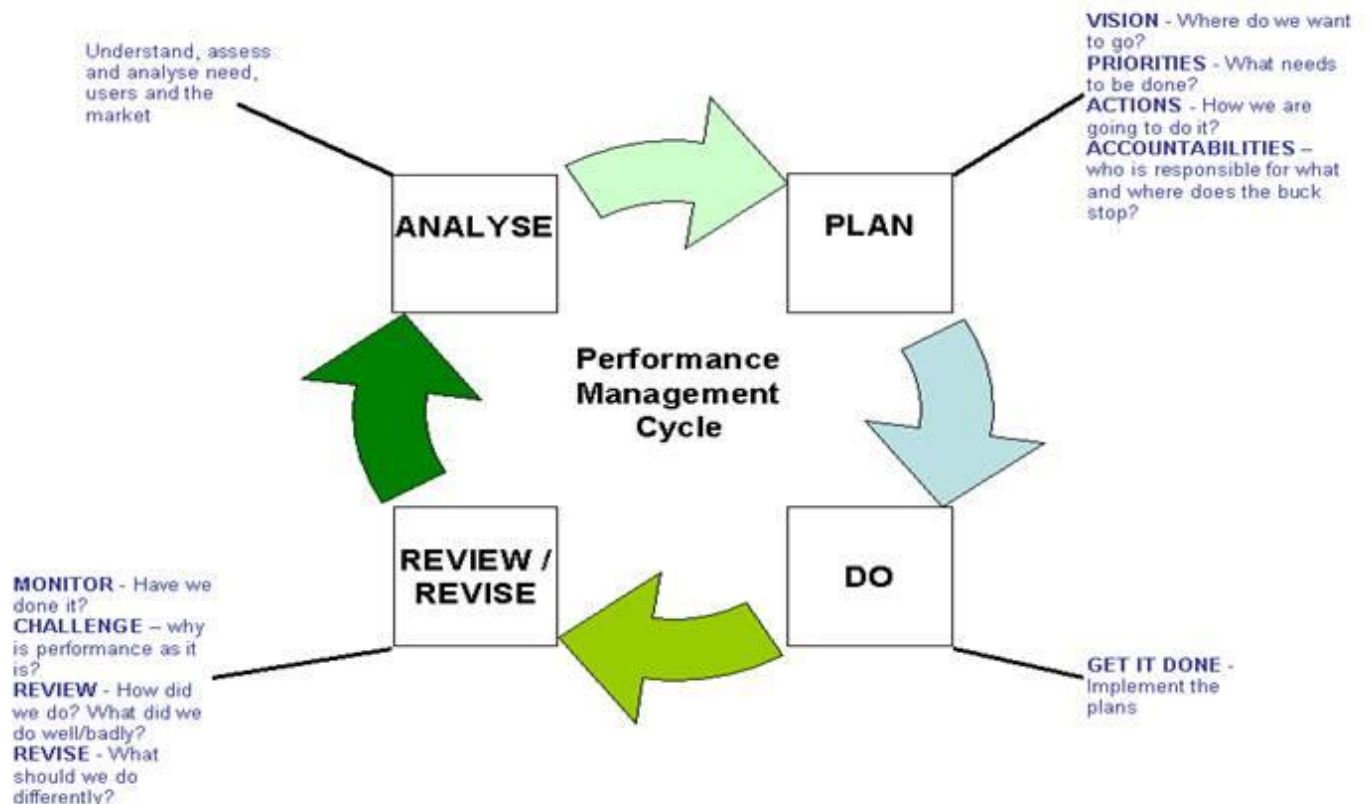
- The Council Plan has 10 key themes led by an Executive Councillor. Each theme has defined deliverables. There will be quarterly reporting to Corporate Leadership Team, Portfolio Holders and Executive Panel, and annual reporting to Executive Board and Audit Committee;
- In addition, there are four new equality objectives that cover all themes, as follows:
 - make sure that the Council’s workforce will reflect the citizens we serve;
 - create economic growth for the benefit of all communities;
 - provide inclusive and accessible services for our citizens;
 - lead the City in tackling discrimination and promoting equality;
- Performance monitoring aligns with the council’s Performance Management Framework, as well as transformation programmes such as the Good to Great programme.

The PMF:

- Sets out the principles of our performance culture and how this can be sustained
- Applies to all levels of council activity
- Defines the roles, responsibilities and reporting arrangements for all involved
- Has a broad scope, which includes strategic business planning, risk management, workforce planning, performance appraisal (which has also been substantially refreshed) and performance monitoring and management at team, service, departmental and organisational levels
- Has wider links to the Council’s Transformation Portfolio.

As the diagram below shows it is based on the Analyse – Plan – Do – Review/Revise cycle widely adopted as a good business planning/management process, and mirrors the approach taken by our commission activity:

PMF



C. External Audit

Rationale

The Committee also has a duty to scrutinise the Council's financial and non-financial performance, to the extent that it affects the Council's exposure to risk and weakens the control environment, and to oversee the financial reporting process. It also has further responsibilities to approve the Council's Statement of Accounts (SOA) and to consider the external auditor's annual letter, relevant reports and the report to those charged with governance.

External audit is an essential element of governance, which gives an independent view of the stewardship and accountability roles of the Council. The duties and powers of the external auditor are set out in statute and in the Audit Commission's statutory code of practice. The Council's external auditor changed in the year, the service being provided by the Audit Commission until November 2012 when it was taken over by KPMG.

Summary of work

Throughout the year the Committee received reports from the Council's external auditors, detailing their work plans and the progress they had made. The audit plan followed the approach of previous years and key audit risks were discussed. This has allowed the Committee to obtain an independent assurance in respect of the overall governance arrangements set in place by the Council, including assurance that NCC grant related processes were similar to other local authorities and that their recommendations were addressed appropriately.

D. Internal Audit

Rationale

One of the Committee's key roles is to review and monitor the work of Internal Audit (IA). The Audit Charter sets out the terms of reference of the service and is one of the benchmarks against which the Committee can measure performance and effectiveness of the service.

The Accounts and Audit Regulations 2015 state that local authorities 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 Public Sector Internal Audit Standards (PSIAS) require the responsibility for the management of Internal Audit to be set with the Board. In practical terms this Board responsibility is vested in the Audit Committee and Section 151 Officer who exercise their Board responsibility via the Constitution and the associated policies and procedures of the City council.

Summary of work

The service impacts on corporate objectives by bringing a systematic disciplined approach to improve the effectiveness of risk management control and governance processes and is an important part of the Council's governance and control framework. During its deliberations the Audit Committee discussed the extent and quality of service being provided against alternative service delivery models and concluded that it was satisfied with the current arrangements. In summary:-

- The IA service has operated within professional standards as laid down in the PSIAS.
- The Audit Charter is the embodiment of the terms of reference for the service defining the objectives and responsibilities of the service.
- From the assurance given by the HoIA and assurances gathered from other independent sources, the Committee gained reasonable assurance that the internal control system was operating effectively within the Council and its associated partners.

The Committee gained further assurance from its consideration of detailed reports including:-

- Internal Audit Annual Work Plans and Internal Audit Charter 2014. The Committee endorsed the plans based on a risk assessment model, identifying high, medium and low risks. The Public Sector Internal Audit Standards (PSIAS) require the production of a Charter which defines the purpose, authority and responsibility of the IA function. The Charter is a key document detailing the scope and methods underpinning the work of Internal Audit and specifically defines the independence of the service and the professional standards expected from it.
- Internal Audit Quarterly Reports. Further to planned work of IA referred to above, the Committee received quarterly progress reports, plan updates and the performance of Internal Audit analysing outturn against plan and key performance indicators, and summarising the assurance to be taken from the work concluded. The Committee chose a sample of work for further scrutiny at its future meetings to test the robustness of the work and to help understand the Council's internal control environment.
- Internal Audit Annual Report. The PSIAS also require the HoIA to deliver an annual audit opinion which can be used to inform the Annual Governance Statement. The Head of Audit and Risk informed the Committee that a reasonable level of assurance could be given that internal control systems are operating effectively. The HoIA's annual opinion regarding East Midlands Shared Services was noted as part of the Committee's deliberations regarding the organisation's annual report
- Counter Fraud Strategy (CFS). The maintenance and embedding of a counter fraud culture is essential if the Council is to maximise the use of its resources and minimise waste through inefficiency and/or fraudulent activity. The CFS is the cornerstone of the Council's governance policies and is the main strategy statement geared towards protecting public funds and assets by requiring compliance with regulations, rules, procedures and guidelines designed to promote the highest standards of conduct and behaviour. The Head of Audit and Risk has also developed a similar strategy for schools to be promoted for adoption by school governing bodies which addresses the relevant parts of The Department of Education Schools Financial Value Standard.

E. Other Work

The Audit Committee Work Programme (**Appendix B**) reflects the many subject areas and sources of information that the Committee considers in its deliberations about Corporate Governance. The information assimilated allows members of the Committee to understand governance issues and determine their opinion about the overall state of corporate governance in the Council.

E1. Annual Governance Statement - AGS

Rationale

Included in this Committee's terms of reference is the core function that it should be "satisfied that the Authority's assurance statements, including the AGS, properly reflect the risk environment and any actions required to improve it."

The publication of an AGS is required by the Accounts and Audit Regulations 2015. The Council is required to conduct a review, at least annually, of the effectiveness of its internal control and prepare an AGS. In order to produce the AGS an annual timetable is required to ensure key tasks are undertaken to deliver the Statement alongside the Council's SOA. In accordance with the requirements of the Accounts and Audit Regulations 2015 the Committee has delegated authority for the formal approval of the AGS, which it did at its September 2015 meeting. It was signed by the Leader of the Council, the Chief Executive and the Deputy Chief Executive and was published alongside the SOA.

The 2007 CIPFA/SOLACE publication "Delivering Good Governance in Local Government Framework" provides the principles by which good governance should be measured. This has been adopted as the Council's Local Code of Corporate Governance by the Executive Board.

The Council's governance arrangements aim to ensure that it sets and meets its objectives and responsibilities in a timely, open, inclusive and honest manner. The governance framework comprises the systems, processes, cultures and values by which the Council is directed and controlled, and through which it engages with and leads the community to which it is accountable. Every council and large organisation operates within a similar framework, which brings together an underlying set of legislative requirements, good practice principles and management processes.

Summary of work

The AGS reflects the governance framework operating within the Council and its significant partnerships, groups and trusts. The issues identified in the AGS and the consequent plans for their mitigation are used to direct corporate resources, including those of IA.

The Committee approved the AGS 2014/15, which identified no new significant items of concern. The Committee periodically received reports on the progress made to date in addressing the issues reported in the 2014/15 Statement, and the process and timetable for compiling the 2015/16 statement. In summary the Committee was assured that progress was being made across the areas reported.

E2. Statement of Accounts (SOA)

Rationale

The SOA is an annual publication that shows how the Council's resources have been utilised, it must be prepared in accordance with all legislative requirements and professional best practice, and approved by the Council within a defined timescale. The Committee's terms of reference include a duty to review and approve the Council's SOA on behalf of the Council.

Summary of Work

The Committee received reports on the Capital Programme and reviewed and agreed the accounting policies on which the annual accounts were prepared. The 2014/15 SOA and Annual Governance Report were received by the Committee. The Committee received and approved the SOA and noted the issues noted in the associated Annual Audit Letter

E3. Local Government Ombudsman – Annual Review

Rationale

Each year all local authorities are provided with a letter from the Ombudsman and a report covering their performance with regard to dealing with complaints.

Complaints need to be used to influence service improvement and therefore to increase customer satisfaction and highlight areas where controls may be failing.

The Council is still the responsible body for complaints about housing provided by Nottingham City Homes and their figures are included in its Annual Letter.

Summary of work

The letter from the Ombudsman was positive noting in particular that of the 110 complaints received, only 6 had been upheld, and that the reduction in complaints can partially be attributed to improvements in ensuring staff are aware of operating processes and that policies are clear and transparent.

E4. Treasury Management

Rationale

Treasury management is the management of an organisation's borrowings and investments, the effective management of the associated risks and the pursuit of optimum performance or return consistent with those risks.

The Council's treasury management function operates in accordance with the Code of Practice for Treasury Management in the Public Services (the TM Code), issued by the CIPFA. Under this code the annual Treasury Management Strategy, including the Investment Strategy, is considered and approved by a meeting of Full Council before the beginning of the financial year to which it applies.

The TM Code requires authorities to nominate a body within the organisation to be responsible for scrutiny of treasury management activity. In undertaking this function, the Committee holds the responsibility to provide effective scrutiny of treasury management policies and practices, and to deliver this in advance of the associated strategies being formally approved by Council. This provides an opportunity for detailed scrutiny and analysis of the Treasury Management Strategy and Investment Strategy by those charged with governance.

Summary of Work

The Committee scrutinised and gained assurance from the regular reports it received in the period regarding City Council's Treasury Management Strategy and performance reports

including the Treasury Management Annual Report. The Committee reviewed the 2013/14 Treasury Management Annual Report and noted Issues including:-

- Treasury Management actions taken in 2014/15 and 2015/16
- Noting the 2016/2017 Treasury Management Strategy, particularly the:-
 - strategy for debt repayment (Minimum Revenue Provision) in 2016/17;
 - investment strategy for 2016/17;
 - prudential indicators and limits for 2015/16 to 2018/19;
 - current Treasury Management Policy Statement

E5. Role of the Audit Committee and Annual Work Programme

Rationale

An Audit Committee is central to the provision of effective corporate governance. It is important that local authorities have independent assurance about the mechanisms underpinning their governance arrangements. It recognised that high performing councils develop effective financial and non-financial control mechanisms through the ongoing liaison and development of expertise made available by the establishment of an Audit Committee, meeting on a regular cycle, with Terms of Reference focussed on the key audit control and risk management areas critical to the Council's performance. The work of the Committee supports the Council's aim to improve its efficiency and effectiveness. In common with the requirement for Overview & Scrutiny Committees/Panels, and in accordance with CIPFA guidance, the Committee is politically balanced and does not have Executive membership.

Summary of work

The Committee has periodically considered and endorsed periodic reports detailing its work programme. This work aims to improve the Committee's efficiency and effectiveness and ensure it addresses its terms of reference as approved by the City Council. Coverage as contained in the programme is essential for the Committee to gain assurance regarding governance on behalf of the Council. In order to demonstrate the effectiveness of the Committee and develop public trust, the Chair produces an annual report in respect of its activities.

E6. Partnership Governance Arrangements

Rationale

The Council has a long and successful history of working in partnership across the public, private, voluntary and third sector. The benefits and opportunities of working in partnership are well understood but risks can arise from collaborative working and the Council must ensure that its involvement in partnerships does not expose it to an unacceptable level of risk.

Summary of work

Partnerships that are deemed significant to the Council in terms of their strategic, reputational or financial importance are listed in the Register of Significant Partnerships. In 2015/16 the Committee approved the inclusion of three partnerships and the removal of six partnerships from the Register. Furthermore, the Partnership Governance Framework includes an annual 'health check' of each partnership included on the Register which is

designed to identify risks to the Council from its involvement in any of the partnerships. In 2015/16 the health checks found that the majority of partnerships scored either good or excellent in all areas.

E7. Audit Committee Annual Report

Rationale

The Committee is central to the provision of effective corporate governance, which partly depends on a systematic strategy, clear framework and processes for managing risk. Good governance also maintains and increases public confidence in the objectivity and fairness of financial and other reporting as well as helping to deliver improved services. It is important that local authorities have independent assurance about the mechanisms underpinning these aspects of governance.

An effective Audit Committee helps to raise the profile and effectiveness of internal control, risk management and financial reporting within the Council. The Committee should enhance public trust and confidence in the governance of the Council.

In order to demonstrate the effectiveness of the Committee and develop public trust, an annual report was produced in respect of the Committee's activities. It was aimed to demonstrate the Council's commitment to improving corporate governance.

Summary of work

The last annual report outlined the work undertaken by the Committee and how that related to its core responsibilities to demonstrate how the committee had fulfilled its designated role and contributed to the Council's governance framework.

E10 Information Technology (IT)

Rationale

The City Council is reliant on the various forms of IT to perform its everyday business, whether this be collecting income, recording financial transactions, producing committee reports or keeping case notes of vulnerable citizens in order that they receive the appropriate level of care. Consequently the City Council must have an appropriate infrastructure to provide the appropriate service and to maintain controls which ensure that citizen and colleague data is properly protected at all times.

Summary of work

The IT Service Support Manager gave a presentation on progress against the recommendations of a review of the Council's IT services. The Committee noted the findings of the review and the associated actions planned by the IT Support Manager. The Committee also noted measures put in place to review and reinforce the resilience of city council IT systems

Appendix A

The Committee's Terms of Reference 2015/2016

TITLE	AUDIT COMMITTEE
POWERS / REMIT	
<p>(a) <u>Main Purposes:</u></p> <ol style="list-style-type: none">1. Provide assurance of the adequacy of the risk management framework and the associated control environment;2. Scrutinise the council's financial and non-financial performance to the extent that it affects the council's exposure to risk and weakens the control environment;3. Oversee the financial reporting process;4. Approve the council's statement of accounts;5. Comment on the scope and nature of external audit;6. Oversee proposed and actual changes to the council's policies and procedures pertaining to governance. <p>(b) <u>Main Functions:</u></p> <ol style="list-style-type: none">1. Reviewing the mechanisms for the assessment and management of risk;2. Approving the council's statement of accounts;3. Receiving the council's reports on the annual governance statement and recommending their adoption;4. Approving internal audit's strategy, planning and monitoring performance;5. Receiving the annual report and other reports on the work of internal audit;6. Considering the external auditor's annual letter, relevant reports and the report to those charged with governance and the council's responses to them;7. Considering arrangements for and the merits of operating quality assurance and performance management processes;8. Considering the exercise of officers' statutory responsibilities and of functions delegated to officers;9. To recommend external audit arrangements for the council;10. To receive and consider the results of reports from external inspectors, ombudsman and similar bodies and from statutory officers;11. Overseeing the partnership governance framework, including annual health checks and the register of significant partnerships.	
ACCOUNTABLE TO: Council	
MEETINGS: Normally six per annum plus specials where required	
MEMBERSHIP: 9 non-executive members (politically balanced) plus 1 independent member	
ESTABLISHED SUB COMMITTEES: None.	

Appendix B

Summary of Category of Work Undertaken Cross referenced to the Committee's terms of reference by main purpose and function

Topics *	Cross reference to Appendix A TOR	Cross reference to Appendix A Function
Audit Committee Training	1 - 6	1- 11
Review of Accounting Policies	3,4	2
Internal Audit Annual Work Plan	1	4
Annual Governance Statement and Updates	2,4	3,6
Statement of Accounts	4	2
Internal Audit Annual Report	1	4
Internal Audit Charter	1	4
Annual Audit Letter	3,4	6
Ombudsman Annual Letter	2	10
Partnership Governance Health Checks and Update to Register Of Significant Partnerships	1	11
Strategic Risk Management Improvement and Updates	1	1
Counter Fraud Strategy	6	8
External Audit Plan, Progress and Technical Updates	5	6,9
Performance Management Framework	2	7
Treasury Management Strategy, Annual Report, and Half Yearly Update	2	2,8
Internal Audits selected for examination	1	4
Reviews/ Updates :- IT Review, IT Resilience, Council Tax Discounts, Capital Programme	2,6	9,10
EMSS Annual Report	2	11
Internal Audit Quarterly Reports	1	4
Audit Committee Terms of Reference and Annual Work Plan and Updates	1 - 6	1 - 11
Audit Committee Annual Report	1 - 6	1- 11