



# Lichfield City Council

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**Town Clerk: Anthony Briggs**

4 March 2021

**To: Members of the Audit Committee**

Councillor M Warfield (Chairman) and Councillors Mrs J Greaves, I Jackson, A Lax, D Robertson, A Smith and C Spruce

**Also to:** Ms A James (Accounts Officer) & Mr G Keatley (Internal Auditor)

Dear Councillor

**Audit Committee**

You are invited to attend a meeting of the Audit Committee to be held via 'Zoom' at **6.30pm on Thursday, 11 March 2021** for the transaction of the following business. Any member of the Committee unable to attend should forward their apologies to the Town Clerk.

A link enabling members to join the meeting will be circulated separately. The 'Zoom' link and password is available to the public by email to the Town Clerk.

Yours sincerely

Tony Briggs  
Town Clerk

## AGENDA

**1 APOLOGIES FOR ABSENCE**

**2 DECLARATIONS OF INTEREST AND REQUESTS FOR DISPENSATION**

**3 MINUTES**

To confirm as a correct record the Minutes of the Audit Committee Meeting held on 7 December 2020 **attached**. [Minutes approved by the City Council on 15 December 2020]

**4 MATTERS ARISING FROM MINUTES**

**5 INTERNAL AUDIT REPORT 2020-2021**

To consider the detailed report of the Internal Auditor **ENCLOSURE 1**

**6 ANNUAL REVIEW OF THE EFFECTIVENESS OF THE SYSTEM OF INTERNAL CONTROL**

To conduct the annual review of the effectiveness of the system of internal control, **Appendix A attached**.

**7      TREASURY MANAGEMENT POLICY AND STRATEGY STATEMENT**

To agree the Treasury Management Policy and Strategy Statement 2021-2022, **Appendix B**, attached.

**8      RESERVES POLICY**

To consider the proposed Reserves Policy as outlined in the report attached as **Appendix C**.

**9      AUDIT PLAN**

To consider the proposed work plan for the Internal Auditor for the year 2021/22 and beyond, attached as **Appendix D**.

**10     DATE AND TIME OF NEXT MEETING**

Scheduled for 6.30pm on Thursday 10 June 2021.

**ANY OTHER URGENT BUSINESS AT THE DISCRETION OF THE CHAIRMAN**

\* \* \* \* \*

## Lichfield City Council

### Minutes of the Audit Committee meeting held via 'Zoom' at 6.30pm on Thursday, 3 December 2020

**Present:** Councillors M Warfield (Chairman), Mrs J Greaves, I Jackson, A Lax, D Robertson, A Smith and C Spruce.

**Apologies:** None

**In Attendance:** Mr A Briggs (Town Clerk and RFO), Mr G Keatley (Internal Auditor) and Ms A James (Accounts Officer).

#### 6 DECLARATIONS OF INTEREST AND REQUESTS FOR DISPENSATION

None

#### 7 MINUTES

**RESOLVED:** *That the Minutes of the meeting of the Audit Committee held on 11 June 2020 [adopted by the City Council on 15 June 2020] be confirmed as a correct record.*

#### 8 MATTERS ARISING

Cllr D Robertson thanked the Town Clerk for preparing initial scoping information regarding solar panel incentives following the previous meeting.

#### 9 INTERNAL AUDITOR – ENGAGEMENT AND SCOPE OF AUDIT

The Committee considered the Town Clerk's agenda report and draft Internal Auditor Engagement Letter. The report and draft letter were compiled as a result of a request from the External Auditor during the 2019/20 Audit and resulted from officers not having access to all of the information requested due to password protection put in place by a now deceased member of staff.

Cllr A Smith asked for confirmation as to current practices regarding password protection; the Town Clerk confirmed that confidential matters are now stored on a drive with restricted access that can be amended by the City Council's IT support provider if the appropriate authority is given.

**RECOMMENDATION TO COUNCIL:** *That the appointment of Graham Keatley as Internal Auditor is confirmed and that the Council adopt the proposed Internal Auditor Engagement Letter and Scope of Audit as contained therein.*

#### 10 STATEMENT OF ACCOUNTS – SIX MONTHS

The Committee considered the Town Clerk's report for the half year period 1 April – 30 September 2020. Two queries were raised by Cllr D Robertson:

- **Parks and Footpaths Budget forecast:** The Town Clerk confirmed that the relatively low year end forecast figure was due to several factors, including a generally lower level of expensive tree-related work during 2020/21, however there was scope for higher than anticipated costs if there were to be a particularly inclement winter.

- **CIL:** The Town Clerk confirmed the additional CIL allocation was a result of an incorrect allocation by LDC that was rectified in August 2020.

***RESOLVED: That the report be noted.***

## **11 2021/22 BUDGET**

The Committee considered a draft 2021/22 budget that had been compiled for comment and with several assumptions made; an increase in the precept of £1.69 for a band D property, a 75% reduction in Guildhall lettings income, social distancing to remain in place on the Market Square and all Civic Events to go ahead as normal. Several members of the Committee spoke on this matter, stating that the current situation is in a state of flux and it would be wrong to seek to recommend any major changes until the ‘new normal’ becomes clear. There was emphasis however on the need to ensure the City Council returns to balanced budgets at the earliest opportunity. Councillor D Robertson raised two queries:

- **No apparent inflationary increases evident in budget heads:** The Town Clerk confirmed the reapportionment of the salary of the Museum Support Officer to the Johnson Birthplace budget head had resulted in a corresponding reduction across other budget heads which served to hide the applied inflationary increase.
- **Accuracy of the Arts/Tourism and Twinning budget head given the current situation with both Brexit and COVID-19:** The Town Clerk confirmed there could be wide variations in this budget head if less or more Twinning work and project funding were to fall to LCC as a result of Brexit, and whether planned Twinning events could go ahead as a result of COVID-19 or lack of funding from the Erasmus+ scheme. As a result of the potential variation and unknowns, the budget had been prepared on a ‘best estimate’ basis based on past years’ costs.

Councillor Lax raised concerns regarding the continuing loss incurred by the Markets function. The Town Clerk confirmed that the Markets Working Group is due to meet on 16 December to discuss a number of matters, many of which will have a bearing on the financial impact of the Markets on City Council budgets.

## **12 DATE AND TIME OF NEXT MEETING**

Scheduled for Thursday, 11 March 2021 at 6.30pm.

**THERE BEING NO FURTHER BUSINESS  
THE CHAIRMAN DECLARED THE MEETING CLOSED AT 6.52PM**

## Audit Committee 11 March 2021 - APPENDIX A

### THE REVIEW OF THE EFFECTIVENESS OF THE SYSTEM OF INTERNAL AUDIT

#### Legislative framework

Regulation 4 of the Accounts and Audit Regulations 2015 (Accounting records and control systems) requires the authority's responsible financial officer must determine, on behalf of the authority-

- 1) The form of its accounting records and supporting records ensuring that the authorities accounting records are kept up to date
- 2) Its financial control system including measures. To ensure that the financial records are recorded timely and accurately, enable prevention and detection of inaccuracies and fraud ensure risk is appropriately managed and identification of the duties of officers dealing with financial transactions and division of responsibilities of those officers

Regulation 5 of the Accounts and Audit Regulation 2015 (Internal Audit) requires that “ a relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance process, taking into account public sector internal auditing standards or guidance”

The starting point for the review will usually be an assessment against the internal audit standards set out in the guide. These include making an assessment in relation to:

- Scope of internal Audit
- Independence
- Competence
- Relationships
- Audit planning and reporting

A key point is that it is the responsibility of the body to conduct the annual review; it is not a review that will be carried out by the external auditor as part of the annual audit.

Whilst there will usually be input from the internal audit provider, he or she cannot be allowed to influence the direction or extent of the review.

The results of the review are then reported to and considered by a full meeting of the members for consideration. There are no hard and fast rules as to who actually performs the review, but bodies may wish to set up a small working party for this purpose.

#### What should the review of the system of internal audit cover?

Under the 2015 Regulations a relevant authority must conduct an annual review of the system of internal audit which-

*Facilitates the effective exercise of its functions and achievement of its aims and objectives;*  
*Ensures that the financial and operational management of the authority is effective; and*  
*Includes effective arrangements for the management of risk.*

#### The outcome of the review

The review of the effectiveness of the system of internal audit cannot be considered in isolation as it feeds into the review of the wider system of internal control. The report on the review should include an opinion as to whether or not the internal audit system is effective. Any areas for development or change should be identified in the report and an action plan produced, setting out the proposed remedial actions, the people responsible for delivering them, and the deadlines for completion of the actions.

## 1 Meeting the Standards

| Expected Standard              | Evidence of Achievement   | Response   |
|--------------------------------|---|--|
| 1. Scope of internal audit     | Terms of reference were approved by full Council  | Yes, <i>Council adopts the Internal Audit Action Plan and work programme</i> |
|                                | Scope of audit work takes into account risk management processes and wider internal control   | Yes, <i>included in checks undertaken by Internal Auditor</i>                |
|                                | Terms of reference define audit responsibilities in relation to fraud   | Yes, <i>detailed in approved Anti-Fraud manual</i>                           |
| 2. Independence                | Internal Auditor has direct access to those charged with governance.  | Yes  |
|                                | Reports are made in own name to management.   | Yes  |
|                                | Auditor does not have any other role within the council.  | Yes  |
| 3. Competence                  | No evidence that internal audit work has not been carried out ethically, with integrity and objectivity.  | Yes  |
| 4. Relationships               | Responsible officers (Town Clerk (RFO), etc) are consulted on the internal audit plan and on the scope of each audit.                           | Yes  |
|                                | Responsibilities for officers and internal audit are defined in relation to internal control, risk management and fraud and corruption matters. | Yes, <i>defined in approved Standing Orders, Whistle-Blowing Policy</i>      |
|                                | The responsibilities of board/council members are understood; training of members is carried out as necessary.                                  | Yes  |
| 5 Audit Planning and reporting | The Audit Plan properly takes account of corporate risk.  | Yes  |
|                                | The Audit Plan has been approved by the council   | Yes  |
|                                | Internal Audit has reported in accordance with the Plan   | Yes. <i>Will be reported to full Council 19 April 2021</i>                   |

## 2 Review of Effectiveness

| Characteristics of 'effectiveness'                                | Evidence of Achievement   | Suggested Response   |
|---|---|--|
| Internal audit work is planned                                    | Planned Internal audit work is based on risk assessment and designed to meet the body's governance assurance needs.   | Yes  |
| Understanding the whole organisation its needs and objectives     | The annual audit plan demonstrates how audit work will provide assurance in relation to the body's annual governance statement.   | Yes  |
| Add value and assist the organisation in achieving its objectives | Demonstrated through positive management responses to recommendations and follow up action where called for.  | Yes  |
| Be forward looking  | When identifying risks and in formulating the annual audit plan, changes on national agenda are considered. Internal audit maintains awareness of new developments in the services, risk management and corporate governance.               | Yes  |
| Be challenging  | Internal audit focuses on risks and encourages managers/members to develop their own responses to risks, rather than relying solely on audit recommendations. The aim of this is to encourage greater ownership of the control environment. | Yes  |
| Ensure the right resources are available                          | Adequate resource is made available for internal audit to complete its work.  | Yes  |
|   | Internal auditor understands the body and the legal and corporate framework in which it operates.   | Yes. <i>Internal Auditor has worked for the City Council/Charter Trustees continuously since 1974.</i> |

## Audit Committee 11 March 2021 - APPENDIX B

### Lichfield City Council

#### TREASURY MANAGEMENT POLICY AND STRATEGY STATEMENT 2021-22

As part of the monitoring of the Treasury Management Operation, the Town Clerk (RFO) will submit a financial progress report to Council each year on the activities of the Treasury Management Operation.

#### THE POLICY

That the Council adopts the CIPFA Treasury Management Code modified to the Council's requirements.

Treasury Management is defined as "the management of the local authority's cash flow, its borrowing and its investments, the management of the associated risks, and the pursuit of the optimum performance or return consistent with those risks". (CIPFA)

The Council's treasury activities are for debt and investment management, and the Council will not take up speculative positions which may be interpreted as trading activities.

The purpose of this statement is to establish how the authority will manage its activities in relation to borrowing and investments.

#### Borrowing

Local council borrowing is governed by Schedule 1 of the Local Government Act 2003. Parish and town councils in England have to apply and receive permission from the Department for Communities and Local Government), before taking any borrowing. Temporary borrowing (i.e. up to 364 days) does not require such approval.

The authority will review its borrowing requirements annually when formulating its annual budget. The Council currently has no borrowing, and no borrowing requirement has been identified for 2021-22

#### Investments

The Council adopts the guidance under section 15(1)(a) of the Local Government Act 2003. The authority will review its Investment Strategy annually (see investment Policy below).

#### Treasury Management Practices

The Council has adopted the Treasury Management Practices (TMP) which set out the manner in which the authority will seek to achieve its treasury management policies and objectives and how it will manage and control those activities.

#### The Treasury Management Strategy Statement 2021-22

The Treasury Management Strategy details the expected activities of the treasury function in the financial year 2021-22.

Borrowing - there is not anticipated to be any borrowing requirement for the year.

Investments - to be in accordance with the approved Investment Strategy.

## **INVESTMENT POLICY**

With reference to Secretary of State's Guidance under section 15 (1)(a) of the Local government Act 2003 and the CIPFA Code of Practice for Treasury Management in the Public Services.

### **ANNUAL INVESTMENT STRATEGY**

Definition of Treasury Management in the Public Services: "The management of the organisation's cash flow, its banking, money market and capital transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

#### **Strategy Guidelines**

The main principles governing the Council's investment criteria are the security and liquidity of its investments before yield, although the yield or return on the investment will be a consideration, subject to adequate security and liquidity.

The Council will ensure it has sufficient liquidity in its investments. For this purpose, it will set a minimum amount to be held in short term investments (specified investments). This is set out in liquidity investments below.

The RFO will maintain a counterparty list in compliance with these criteria and will revise and submit to Council for approval as necessary.

#### **Liquidity of Investments**

The Council will carefully balance the use of short term or specified investments and non-specified investments. All the core investment balance and any cash flow investments will be maintained as short term or specified investments.

#### **Specified Investments**

These investments are sterling investments of not more than one-year maturity. These are low risk assets where the possibility of loss of principle or investment income is low. These would include investment with:

- The UK government (such as the Debt Management Office, UK Treasury Bills or a Gilt with less than one year to maturity)
- A Local authority, parish or community council
- An investment scheme that has been awarded a high credit rating by a credit rating agency
- A body that has been awarded a high credit rating by a credit rating agency (such as a bank or building society).

Credit Rating Agency - Standards & Poor's, Moody's or Fitch rating agencies. Within these bodies, and in accordance with the Code, the Council has set additional criteria to say the time and amount of monies which will be invested in these bodies. These criteria are:

| <b>Security</b>   | <b>Limit</b>   |
|---|--|
| Marketable securities issued or guaranteed by the UK Government i.e., UK Treasury bills or a gilt with less than one year to mature | The authority has no plans to invest in such securities and would require specialist advice in order to do so.                     |
| Other Local authorities, parish councils or community councils.   | The authority has no plans to invest in these institutions.  |
| Fixed Term Time deposits.   | Approve – UK clearing Banks Nat West to a maximum limit of £4,000,000  |
| Money Market Funds  | The authority currently has no plans to invest in these funds. Any change to this policy would be require approval by full Council |

## **Non-Specified Investments**

Non-specified investments are any other type of investment (i.e. not defined as specified above). These investments have a greater potential risk.

These would include sterling investments with:

- Securities admitted to the Official List of the Stock Exchange which are guaranteed by the UK Government (such as supranational bonds). These are fixed income bonds although the value of the bond may rise or fall before maturity. The bond may be sold before maturity.
- Gilt edged securities with a maturity of greater than one year
- Institutions not meeting the basic security of greater than one year
- A body that has been awarded a high credit rating by a credit rating agency (such as a bank or building society) for deposits with a majority of greater than one year

| <b>Security</b>  | <b>Limit</b>   |
|--|--|
| Security issued or guaranteed by non-UK EU governments and Supranational securities  | The authority has no plans to invest in such securities and would require specialist financial advice in order to do so. |
| Gilt edge securities   | The authority has no plans to invest in such securities and would require specialist financial advice in order to do so. |
| Securities issued by corporate, banks and building societies, including floating rate notes, commercial paper, assets backed securities and certificates of deposits longer than 1 year. | The authority has no plans to invest in such securities and would require specialist financial advice in order to do so. |



## Audit Committee 11 March 2021 - APPENDIX C

### LICHFIELD CITY COUNCIL

#### RESERVES POLICY

##### **1. Introduction**

The Council is required, under statute, to maintain adequate financial reserves in order to meet the needs of the organisation. Section 50 of the Local Government Act 1992 requires that local precepting authorities have regard to the level of reserves needed to meet estimated future expenditure when calculating the budget requirement.

The Council's policy on the establishment, maintenance and adequacy of reserves and balances will be considered annually.

The Council will hold reserves for these three purposes:

- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing-this forms part of the general reserves;
- A contingency to cushion the impact of unexpected events or emergencies - this also forms part of general reserves;
- A means of building up funds often referred to as earmarked reserves, to meet known or predicted requirements.

##### **2. General Fund Balance**

The general fund balance, commonly termed the 'working balance' is a balance on the council's revenue account which is not held for any specific purpose other than to cushion the council's finances against any unexpected short term cash flow problems.

The general fund balance is to be maintained at a level based upon a risk assessment carried out by the Responsible Finance Officer (RFO). The working balance to be maintained at a level approximately equal to the Precept Requirements.

When setting the budget for the forthcoming year. Any surplus on the reserve above the required balance may be used to fund capital expenditure, be appropriated to earmarked reserves or used to limit any increase in the precept.

##### **3. Financial Risk Management**

In order to assess the adequacy of the general fund when setting the annual budget, the RFO will take account of the strategic, operational and financial risks facing the council. The requirement of the level of the general fund balance for the forthcoming year will therefore be based upon a risk assessment of the council's main areas of income and expenditure and take into account provisions and contingencies that may be required.

The main items to be considered are:

| <b>Financial Risk</b>            | <b>Analysis of risk</b>   |
|----------------------------------|---|
| Inflation assumptions            | Inflation increases at a higher rate than assumed for items such as Pay Awards, Utilities and Supplies and Service Costs. |
| Insurance                        | To enable the Council to meet the excesses of claims not covered by insurance   |
| Collection of Income             | There is a reduction in collection performance for Guildhall and Markets  |
| Elections/referendum             | insufficient resources to meet Parish elections/referendum costs  |
| Grounds Maintenance costs        | Impact of unexpected increase in costs  |
| Impact of Vat Tribunal Decisions | Impact of back dated Vat liability  |
| Contingencies                    | To meet unexpected events or emergencies  |
| Pandemic                         | To meet the impact of COVID-19 on Services  |

#### **4. Statutory Reserves**

Local Authorities also hold reserves that arise out of the interaction of legislation and proper accounting practices.

- Section 106 agreements with Developers
- Neighbourhood Plan – Community Infrastructure Levy (CIL)

#### **5. Earmarked Reserves**

Earmarked Reserves represent amounts that are generally built up over a period of time which are earmarked for specific items of expenditure to meet known or anticipated liabilities or projects. The 'setting aside' of funds to meet known future expenditure reduces the impact of meeting the full expenditure in one year. The Council, when establishing an earmarked reserve, will set out:

- The reason/purpose of the reserve;
- How and when the reserve can be used;
- Procedures for the management and control of the reserve; a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

The following earmarked reserves will be held by the council;

| Budget description  | Use   | Total Reserve 2020/21 £ | Total Reserve 2021/22 £ |
|---|---|-------------------------|-------------------------|
| <b>Repairs and Renewal-Buildings</b>  |   |                         |                         |
| Dr Johnson Birthplace<br>Listed Building No 1292492 Grade I                               |   |                         |                         |
| Guildhall<br>Listed Building No 1187740 Grade II  |   |                         |                         |
| Donegal House<br>Listed Building No 1209722 Grade II*                                     |   |                         |                         |
| Cruck House<br>Listed Building No 1194899 Grade II*                                       |   |                         |                         |
| Friary Clock Tower<br>Listed Building No 1218909 Grade II                                 |   |                         |                         |
| War Memorial and Garden Wall, Balastrade and Gate<br>Listed Building No 1187733 Grade II* |   |                         |                         |
| Boswell Statue<br>Listed Building No 1187726 Grade: II                                    | To provide for future capital works   |                         |                         |
| Dr Johnson Statute<br>Listed Building No 1217846 Grade: II*                               |   |                         |                         |
| Stafford Road, Pinfold<br>Listed Building No 1194898 Grade: II                            |   |                         |                         |
| Borrowcop Pavilion<br>Listed Building No 1187718 Grade: II                                |   |                         |                         |
| Prince Rupert's Mound<br>Listed Building No 1021362<br>Ancient monument                   |   |                         |                         |
| Grey Friars<br>Listed Building No 1008544<br>Ancient Monument                             |   |                         |                         |
| Community Centres<br>-Curborough,<br>-Boley Hall,<br>-Darwin Hall.                        |   |                         |                         |
| Market Square and Toilet Block  |   |                         |                         |
| All Properties  | Quinquennial inspection of property portfolio   |                         |                         |
| <b>Repairs and Renewals-Street Lighting</b>   |   |                         |                         |
| Street Lighting   | To provide for replacement and updating of Street Lighting  |                         |                         |
| <b>Repairs and Renewals-Open Spaces</b>   |   |                         |                         |
| Open Spaces   | To provide for footpath resurfacing and replacement and updating of equipment/Bus Shelters          |                         |                         |
|   | <b>Total</b>  | <b>£1,726,450</b>       | <b>£1,569,674</b>       |
| <b>Rent Deposit Scheme</b>  |   |                         |                         |
| Donegal House-Tenants   | In accordance with the Rent Deposit Deed  |                         |                         |
|   | <b>Total</b>  | <b>£0</b>               | <b>£0</b>               |
| <b>Election Reserve</b>   |   |                         |                         |
| Parish Election   | To build up the reserve over 4 years to fund the elections in May 2023 and any ad hoc bye-elections |                         |                         |
|   | <b>Total</b>  | <b>£34,080</b>          | <b>£34,080</b>          |
| <b>Community Infrastructure Levy (CIL)</b>  |   |                         |                         |
| Neighbourhood Plan-Meaningful Proportion  | In accordance with the requirements of CIL  |                         |                         |
|   | <b>Total</b>  | <b>£43,078</b>          | <b>£43,078</b>          |
| <b>Total Earmarked Reserves</b>   |   | <b>£1,803,608</b>       | <b>£1,646,832</b>       |

## **6. Review of adequacy of balances and reserves**

In assessing the adequacy of reserves the strategic, operational and financial risks facing the authority will be taken into account. The level of earmarked reserves will be reviewed as part of the annual budget preparation.

**Audit Committee 11 March 2021 - APPENDIX D**

**LICHFIELD CITY COUNCIL**

**AUDIT PLAN**

**1. Purpose of the Report**

To consider the work programme for the Internal Auditor for the year 2021-22 onwards.

**2. Statement of Reasons**

The internal Auditor must ensure that all activities of the Council are subject to an internal audit review in accordance with the Accounts and Audit (England) Regulations 2011

The identification of these activities has been agreed with the Town Clerk, taking into account perceived priorities and risks, which cumulates in the production of a three-year strategic plan.

The Audit Plan has been compiled and is set out below.

The plan is based upon the following principles:

- An attempt has been made, based upon the internal auditor's experience, to target areas that are known to be high risk
- Based on information available, to include those areas which have not been subject to a recent audit review

By achieving the Audit Plan, the internal auditor will be providing the Town Clerk and councillors with the necessary assurance that the internal controls are in place and are operating effectively.

At the end of each year, an audit report will be issued detailing the findings of the reviews together with any recommendations required to be implemented in order to achieve the required level of control.

**3. Recommendation**

To approve the Audit Plan.

## **AUDIT PLAN**

### **1. Financial Services**

- 1.1. Fraud and Corruption Checklist
- 1.2. Main Accounting System
- 1.3. Creditors
- 1.4. Sundry Debtors
- 1.5. Payroll
- 1.6. Management of VAT
- 1.7. Banking Arrangements
- 1.8. Petty Cash
- 1.9. Income Monitoring
- 1.10. Budgetary Controls
- 1.11. End of year closedown
- 1.12. Statement of Account

### **2. Strategic Policies**

- 2.1 Treasury Management Policy and Strategy Statement
- 2.2 Investment Policy
- 2.3 Treasury Management Practices

### **3. Specific Reviews**

- 3.1 Financial Regulations and procedures
- 3.2 Contract Standing Orders
- 3.3 Review Internal Audit Recommendations
- 3.4 Capital Works
- 3.5 Local Government Transparency Code 2015
- 3.6 Insurance
- 3.7 Members Code of Conduct and Disclosure of Interests
- 3.8 The Samuel Johnson Birthplace Museum
- 3.9 Policy and Procedure Documentation-Employees
- 3.10 Further Developments
- 3.11 Review of Corporate Governance
- 3.12 Any other areas Identified during the year of Audit

### **4. Management and Insurance Risk Register**