

EALING, HAMMERSMITH, AND WEST LONDON COLLEGE FE CORPORATION

Meeting	AUDIT COMMITTEE		
Date	13 June 2022	Time	17.30
Venue	Virtual meeting via Zoom		
Chair	Maria Vetrone		
<p>Committee: Maria Vetrone (Chair); Callum Anderson; Shawez Mir; Saad Siddiqui (co-opted member); Debbie Stephenson</p> <p>In attendance: Anil Nagpal – Chief Operating Officer (COO); David Warnes – Deputy Principal of Strategy, planning and communications (DPSPC); Maxine Deslandes – Director of Finance (DoF); Karen Redhead - Chief Executive (CEO); Ra Hamilton-Burns – Interim Governance Advisor (IGA).</p> <p>Auditors: Shachi Blakemores- Buzzacott; Robert Cloke – Buzzacott; David Hoose - Mazars</p>			

ITEM	
1.	<p>APOLOGIES FOR ABSENCE Callum Anderson sent apologies.</p> <p>Maria Vetrone will welcome Buzzacott colleagues after Item 5. She explained that she will take items 8.1 and Item 10 after this to allow colleagues to leave.</p>
2.	<p>DECLARATIONS OF INTEREST There were no declarations of interest.</p>
3.	<p>MINUTES OF THE LAST MEETING The Committee reviewed and agreed that the minutes were an accurate record of the meeting held on 8 March 2022.</p> <p>AGREED: THE MINUTES OF THE MEETING HELD ON 8 MARCH 2022 WERE AGREED AS AN ACCURATE RECORD.</p>

Matters arising

No.	Action/Matter arising	Status												
5.	<p>Risk Management 5.i Strategic risk register</p> <p>I. AN to check if incentive payments to employers are an issue at WLC</p> <p>II. AN to separate the application for Cyber Essentials from cyber security in the next risk register</p>	<p>i. <i>The Government's Employer Incentive Scheme is coming to an end. Any employer who recruited an apprentice with a start date from 1st October 2021 to 31 January 2022 is entitled to claim for £3,000 incentive payment regardless of age and size of organisation.</i></p> <p><i>To qualify the apprentice must be a new recruit to the organisation and have started their learning with the college between 1st October to 31 March 2022.</i></p> <p><i>Currently the college has 14 qualifying apprentices who meet the criteria out of 57 who started their apprenticeship between 1st October to 31 March 2022. Employers who qualify have until 20th May 2022 to make a claim using their Apprenticeship Service Account.</i></p>												
6.	<p>Internal Audit Assignment Reports 6.2 Executive team report on staff planning and utilisation audit</p> <ul style="list-style-type: none"> • Anil Nagpal will check on minimum viable class sizes and feedback. <p>6.3 Scope of Audit</p> <p>I. David Hoose will request that the IT security report be presented to the next meeting if possible.</p> <p>II. AN to supply the dates for the scoped audits to the 14 June Audit Committee meeting.</p>	<p>I. JT response to class sizes: <i>We aim in the planning to have at least 16 in a group, but this may vary with some being larger and others smaller. In reality this will vary further depending on recruitment.</i></p> <p>II. <i>DH to report</i></p> <p>III. <i>The IA assignments have now taken place.</i></p> <table border="1" data-bbox="687 1249 1238 1693"> <thead> <tr> <th data-bbox="687 1249 1034 1361">Audit Assignments</th> <th data-bbox="1034 1249 1238 1361">Audit Start Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="687 1361 1034 1429">Learner Number Systems</td> <td data-bbox="1034 1361 1238 1429">30-Mar-22</td> </tr> <tr> <td data-bbox="687 1429 1034 1541">HR Recruitment Retention and Succession Planning</td> <td data-bbox="1034 1429 1238 1541">21-Apr-22</td> </tr> <tr> <td data-bbox="687 1541 1034 1574">Key Financial Controls</td> <td data-bbox="1034 1541 1238 1574">26-Apr-22</td> </tr> <tr> <td data-bbox="687 1574 1034 1619">Follow Up</td> <td data-bbox="1034 1574 1238 1619">05-May-22</td> </tr> <tr> <td data-bbox="687 1619 1034 1693">Subcontracting</td> <td data-bbox="1034 1619 1238 1693">09-May-22</td> </tr> </tbody> </table>	Audit Assignments	Audit Start Date	Learner Number Systems	30-Mar-22	HR Recruitment Retention and Succession Planning	21-Apr-22	Key Financial Controls	26-Apr-22	Follow Up	05-May-22	Subcontracting	09-May-22
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7	<p>Update on the implementation of outstanding internal and external audit recommendations</p> <p>7.2 External Audit Recommendations</p> <ul style="list-style-type: none"> AN to update the risk to green for Evolve and amber for the CTB risk as this is work in progress. 	<p><i>The CE risk is recorded in the risk register; it is listed within the risk item covering IT risks. It has been listed within risk number 14, rather than creating an additional risk.</i></p> <p><i>The update to the risk relating to Evolve/CTB (within the External Audit recommendations) has been changed but this was done after the AC papers were sent out.</i></p>
10.	<p>Policies</p> <p>10.1 Disaster recovery policy and procedure</p> <ol style="list-style-type: none"> I. Committee members to forward comments and suggestions to AN. II. RHB to rename this item on the CoB and agenda as Business Continuity Policy III. RHB to ask KR to consider a critical incident policy 	<p>I. None was received.</p> <p>II. This has been renamed</p> <p>III. KR is considering</p>
13.	<p>Any Other Business</p> <ul style="list-style-type: none"> RHB to circulate reminder details of the RSM twilights and joining instructions 	Complete
<p>Governors asked if the College would not run classes with fewer than 16 members if this was not economically viable. Anil Nagpal said that a discussion would need to take place and only those classes which were an exception would be run. Maria Vetrone reminded colleagues that the FE Commissioner recommends 16 as the viable number and that reviews to collapse classes together should take place for numbers fewer than this.</p> <p>DS said that David Hoose was asked for an IT security support. David Hoose explained that this is the final visit and is still being scheduled in with management.</p>		

5	<p>5.1 Update on process and timetable for Audit service tendering</p> <p>The Audit committee was advised at its March 2022 meeting of the College’s intention to tender for Internal and External audit services in line with best practice and the 2020-21 ACOP (Audit Code of Practice). The College currently receives audit services from Mazars (Internal auditors) and RSM UK (External auditors) which will cease on the 31 July 2022.</p> <p>The tendering process commenced in May 2022 using the CPC (Crescent Purchasing Consortium) framework and involved Audit Committee members as well as WLC officers. The process was completed on the 30 May 2022 with the additional agreement via email from Debbie Stephenson and Callum Anderson. It was recommended that RSM are appointed for Internal audit services and Buzzacott appointed for External audit services effective, in both cases, from the 1 August 2022. The 2022-23 costs of the audit services excluding VAT are £23,932.50 (RSM) and £42,225.00 (Buzzacott) respectively. These costs will be incorporated in the three-year financial plan.</p> <p>Maria Vetrone commented that the process, papers and scoring had been very well organised, and the two appointments of Audit firms are excellent.</p> <p>AGREED: THE AUDIT COMMITTEE REVIEWED THE OUTCOMES OF THE TENDER PROCESS AND RECOMMEND TO THE BOARD THE APPOINTMENT OF RSM FOR INTERNAL AUDIT SERVICES AND BUZZACOTT FOR EXTERNAL AUDIT SERVICES; BOTH FIRMS ARE ON SEPARATE, AND INITIAL, THREE-YEAR CONTRACTS EFFECTIVE FROM THE 1 AUGUST 2022.</p>
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6	Risk management reports
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6.i	<p>Anil Nagpal offered a summary of the strategic risks:</p> <table border="1" style="margin: 10px auto;"> <thead> <tr> <th>Risk</th> <th>Core College Mar 2021</th> <th>Core College Jun 2021</th> <th>Core College Sep 2021</th> <th>Core College Dec 2021</th> <th>Core College Mar 2022</th> <th>Core College May 2022</th> </tr> </thead> <tbody> <tr> <td style="background-color: #FF0000; color: white;">Significant</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">4</td> <td style="text-align: center;">6</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> </tr> <tr> <td style="background-color: #FFA500;">High</td> <td style="text-align: center;">12</td> <td style="text-align: center;">11</td> <td style="text-align: center;">19</td> <td style="text-align: center;">16</td> <td style="text-align: center;">17</td> <td style="text-align: center;">16</td> </tr> <tr> <td style="background-color: #FFFF00;">Acceptable</td> <td style="text-align: center;">11</td> <td style="text-align: center;">10</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> </tr> <tr> <td style="background-color: #00FF00;">Low</td> <td style="text-align: center;">1</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">29</td> <td style="text-align: center;">29</td> <td style="text-align: center;">30</td> <td style="text-align: center;">29</td> <td style="text-align: center;">29</td> <td style="text-align: center;">29</td> </tr> </tbody> </table> <p>Governors asked if there is upward movement on the non-pay costs? Anil Nagpal explained that, before the budget is finalised, there is more work to do on the non-pay costs but the College is confident it can manage the risk.</p> <p>AGREED: THE AUDIT COMMITTEE AGREED TO RECOMMEND THE STRATEGIC RISK REGISTER TO THE BOARD AT ITS MEETING ON 28 JUNE 2022</p>	Risk	Core College Mar 2021	Core College Jun 2021	Core College Sep 2021	Core College Dec 2021	Core College Mar 2022	Core College May 2022	Significant	5	5	4	6	5	5	High	12	11	19	16	17	16	Acceptable	11	10	5	5	5	5	Low	1	3	2	2	2	3	Total	29	29	30	29	29	29
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6.ii	<p>Risk Assurance Framework</p> <p>Anil Nagpal presented the risk assurance framework to the Committee and explained that there has not been a great deal of movement. The demanding business environment has made mitigation of risks problematic.</p> <p>RoATP¹ has confirmed that the College is on the register and therefore that risk is now low.</p>
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¹ [Register of apprenticeship training providers - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Risk 4 – non pay. Governors commented that the sector is experiencing inflationary pressures with some colleges experiencing £1m increase on utilities alone and have therefore increased the risk to non-pay on their registers. Anil Nagpal said that the College’s utilities are on a fixed rate for now but nonetheless there is pressure on non-pay and the College is working with budget holders to ask them to balance any overspend across their portfolio. He recognised that the position is volatile, but the item will remain as a high-risk.

Risk 6 – Loss of full-cost income. Governors asked why this is a high-risk item. Anil Nagpal explained that the College is unlikely to hit target this year and is looking to mitigate the situation.

Governors asked if the Committee should be concerned about the risk around the pay expenditure. AN said that the agency spend introduces variability, but Maxine Deslandes has put in place a lot of additional controls. The College is overspent on pay against budget. However, the key KPI against staff to income ratio will be below the sector target of 65% and anecdotally other colleges are struggling to remain below this number. The Committee asked if the plan for next year is even more challenging. AN said that the current budget being prepared does not indicate that this will be an issue despite pressure on pay.

Risk 11 – TPS – governors asked how the College budgets for this item. AN said that this specifically relates to the ESFA grant to cover the uplift in TPS pension contributions and the ESFA has confirmed that the support will continue so this risk can be removed going forward. He confirmed that the wider issues of pension are a problem across the sector. Maria Vetrone advised that this risk has been assessed correctly and it has been treated in the same way at City of Portsmouth College.

The Committee asked if the College has considered the potential impact on retention of staff going forward if the staff ratio is targeted at 60%. Anil Nagpal said the College is not pushing to reduce to 60% and would be content at 63%. Members expressed concern that staff reduction might impact on quality of provision or on enrolment, but it was confirmed that the spend of staff budget is actually increasing. There was a discussion about the issues on student enrolment and staff recruitment and the tension between maintaining costs and improving quality. The Executive Team will keep a close eye on the situation.

Risk 14 – IT infrastructure. Governors expressed concern that there are insufficient resources to invest in the IT infrastructure and the decision to focus on cybersecurity. Anil Nagpal reminded the Committee that this is closely linked to the Estates Strategy. This year the capital expenditure is being focused on decanting from Park Royal. The Committee asked if there is a cap ex requirement and he confirmed that this will be included in the 2022/23 budget but there needs to be a robust business case with priorities clearly identified. It was suggested that this priority list should be broken down into different phases.

Anil Nagpal reported that the IT team has been depleted by three recent resignations, but recruitment is underway. Staff have complained about the quality of the IT equipment, and this is equally pertinent for students. Governors asked if this staff attrition creates a risk. AN said one post is currently vacant with another member of staff leaving next week. Maria Vetrone voiced concern about this situation and suggested that it be added as a short-term risk on the register. Governors suggested that the College should look at outsourcing options.

ACTION: AN TO ADD RECRUITMENT OF IT STAFF TO THE RISK REGISTER.

The College has placed high priority on cyber security but recognises that a spend of £250k is required to upgrade the systems. The Committee looks forward to Mazars IT report to inform these discussions.

Maria Vetrone thanked Anil Nagpal for a clear presentation and well-written papers. She emphasised that there needs to be emphasis on reducing the high risks on the register but

	recognised that it is a difficult environment.
7	Internal Audit Assignment Reports
7.1	<p>Update on internal audit plan for 2022/23 The College has appointed RSM as the internal auditor and a report will come to the next meeting.</p>
7.2	<p>Update on recent audit visits</p> <p>7.2.i Learner number systems – this item will come to a future meeting and be circulated when available. This is a high priority piece of work that had 48 recommendations last year. The visit finished this week and Mazars will work with Anil Nagpal to agree the report and circulate it to the Committee as soon as possible in order that urgent actions can be addressed. The report will include an update on the 48 prior recommendations. Many of these recommendations have been completed, Mazars are due to validate them.</p> <p>7.2.ii HR recruitment, retention, and succession planning – moderate assurance.</p> <ul style="list-style-type: none"> • 4 medium recommendations • 2 low level recommendations <p>These are communication or process recommendations. The piece on succession planning notes that a high proportion of staff are reaching retirement age. It is pleasing to note that the College is aware of manpower planning. David Hoose drew the attention of the governors and officers that some of the action dates are imminent.</p> <p>Governors noted that the exit interviews are not routinely conducted and asked if this should be done as a matter of course. David Hoose responded that they are important and whilst there is not a standard it should be reviewed. Maria Vetrone added that she believes that this is standard across the sector, and it is important to capture any lessons that can be learned.</p> <p>ACTION: EXECUTIVE TEAM TO CONSIDER EXIT INTERVIEWS AS A MATTER OF COURSE.</p> <p>The Committee asked where the College is with succession planning for key roles in senior management. Anil Nagpal reminded colleagues that, in Finance, the recruitment of Maxine Deslandes addresses succession planning but HR will lead on this item. Maxine Deslandes is on the College working party for succession planning and a report will be produced. Shawez Mir requested that he receive a copy of this report.</p> <p>ACTION: MD TO SEND SM THE SUCCESSION PLANNING WORKING GROUP REPORT</p> <p>Maria Vetrone expressed concern there is a gap in the control environment in authorising new posts particularly with pressures on monitoring staff costs. She considers that this is more serious than the rating attributed to it. Anil Nagpal said that the Executive Team is looking at this process and a new system is being implemented which will be more robust. There was more unease about the HR strategy being rated as amber at this stage. Maria Vetrone commented that she would have expected the College to be in a stronger position and have a robust and developed HR strategy in place for management of staffing and these issues, which is disappointing. Governors asked if the EDPOD has a handle on all of the issues and a plan to address them. Anil Nagpal will take this to the Executive Team.</p> <p>ACTION: AN TO DISCUSS CONCERNS ON THE HR STRATEGY AND GAP IN CONTROL ENVIRONMENT ON AUTHORISATION OF NEW POSTS TO THE</p>

	<p>EXECUTIVE TEAM</p> <p>7.2.iii Key financial controls – significant assurance. This work ended at the end of May 2022 and there has been a change to processes and systems which have benefited from the work that Maxine Deslandes has done.</p> <p>Governors asked for detail about the suspense account. Maxine Deslandes explained this contains items that may have been miscoded or have yet to be identified and assigned. The auditors had picked up these items and wanted to ensure that a full reconciliation is done, and the account is cleared each month.</p> <p>7.2.v Subcontracting – The volume of more than £100k of subcontracting means that the College has to provide annually a self-certificate to the ESFA to show that it has performed the checks and balances on the provision. This report is to inform that certificate and because of the standard format does not expressly arrive at an overall audit opinion. There are a small number of recommendations for this complicated area and David Hoose reported that, in comparison to other colleges, this is a good report with a clean opinion.</p> <p>David Warnes said that the management team has accepted the recommendations and will review the contract for 22/23 around clauses on payment profiles to partners. This will be reported to the Board in June 2022.</p> <p>Maria Vetrone thanked David Warnes and his team for the hard work that had culminated in this excellent audit report outcome.</p> <p>Maria Vetrone thanked the Finance Team for the hard work and clean bill of health.</p> <p>Follow up on internal audits– this report shows excellent progress against the 13 recommendations brought into the year with 11 being cleared.</p> <p>Governors expressed concern that there are issues on staff planning that have been outstanding since September 2022. Maxine Deslandes said that this item relates to staff utilisation and the team had been waiting for the new Head of HR to join in January 2022. MV said that it is essential to robust planning and implementation that an effective utilisation and reporting system be in place.</p> <p>ACTION: AN to discuss concerns on staff planning and utilisation to the Executive.</p>
7.3	<p>Update on implementation of outstanding internal audit recommendations This report mirrors the report from Mazars. Maxine Deslandes says that there are only 4 recommendations outstanding out of 44 and they all relate to staff utilisation or learner numbers.</p>
8	<p>External audit</p>
8.1	<p>External audit – proposed regularity report and financial statements plan and timetable for 2022/23</p> <p>This item was taken after Item 5. <i>Shachi Blakemore joined the meeting at 17.45</i> and was warmly welcomed by the Chair.</p> <p>Shachi Blakemore explained that the Buzzacott plan at this stage would include a timetable, fees, and sector development. The next step is to visit the College and meet colleagues to inform the detail.</p>

	<p>Buzzacott outlined the key risks that they will visit with WLC colleagues:</p> <ul style="list-style-type: none"> • Basis of Going Concern – with or without material uncertainties • Funding arrangements with banks • ESFA support • The position moving forward • If income is complete and accurate in the ILR • Treatment of capital and the relationship to the bottom line <p>There will be an extra visit to establish WLC approach to documents and processes in the first instance to establish the workflow to Finance, HR and MIS. This meeting will take place early in the Autumn term to relieve the pressure off the annual statements process later in November 2022.</p> <p>The Audit Code or Account Direction changes periodically but there is nothing of significance this year. More generally, there are sector wide concerns around inflation and cyber security with many colleges going for the next level of accreditation. The last couple of years many colleges had reduced costs due to Covid 19 but a number are now experiencing issues in reduced enrolment.</p> <p>It was confirmed that Buzzacott will write to RSM to get professional clearance and will request access to audit files and request a handover.</p> <p>Governors asked if the timeline has been agreed with the College management. Shachi Blakemore said that this will be reviewed at a meeting with College officers at the end of June to ensure that the timings are appropriate.</p> <p><i>Shachi Blakemore left the meeting at 17.55.</i></p>
8.2	<p>External Audit Recommendations</p> <p>Maxine Deslandes offered an update on external recommendations. All of 2020-21 recommendations are completed and in-year, three recommendations are still in progress:</p> <ul style="list-style-type: none"> • Government grants – capital • Review of fixed assets register • Trial balance and nominal ledger for WLC, Evolve and CTB <p>MV thanked MD for a very clear and informative report and excellent progress.</p>
9	<p>Fraud report – This item was reported as a confidential item.</p> <p>Anil Nagpal confirmed that there is nothing to report.</p> <p>Governors asked if staff receive wider training on fraud. The College needs to embed this further as currently the policy is communicated but going forward staff may be asked to confirm that they have read it. Consideration is being given to including it in staff CPD. Maxine Deslandes said that a link to the financial regulations would be included in budget packs and a briefing talk will also be offered going forward.</p>
10	<p>Update on subcontracting</p> <p>David Warnes presented a summary of the performance against contract allocations for 2021/22</p> <p>The report falls into three parts</p>

Table 1: R10

Subcontractor	ESFA Contract	Actual ** (Aug-April)	Variation	GLA Contract	Actual ** (Aug-April)	Variation
Learning Curve	£800,000	£307,114*	-£492,886	£100,000	£18,918	-£81,082
BPP	£600,000	£540,663	-£59,337	£503,000	£397,219	-£105,781
Integer	£110,000	£44,070	-£65,930	£150,000	£104,813	-£45,187
Bounceback	£0			£32,000	£2,560	-£29,440
Voncap	£20,000	£0	£0	£26,000	£7,500	- £18,500
Chelsea	£0			£200,000	£118,627	-£81,373
TOTAL	£1,530,000	£891,847	-£638,153	£1,011,000	£642,137	-£368,863

*delivery underway and enrolments being collated for June return to meet profile

** including anticipated achievement funding

There is a lag in some of these numbers in processing the enrolments. The College is confident that all subcontractors will hit both ESFA and GLA targets. Weekly meetings with each partner with reconciliation of data are taking place.

Quality assurance – all quality checks have been completed for this year including checks on marked work. A couple of partners required re-observations and CPD and development ensured that the College now has no concerns.

Subcontracting standard- WLC has now completed a second mini-internal assessment on the 89 criteria. This is a model of the report that the College will receive from the ESFA. Based on this the College believes it is compliant with all 89 criteria.

Subcontracting plans for 2022/23 – the Pre-Qualification Questionnaire is complete and invitations to tender ends on 15. Partners are being recommended to the Board on 28 June 2022. There are no new partners being recommended but all six subcontractors for this year are being recommended for a 1 August start date.

Governors asked if outcomes with subcontractors are expected to be as forecast. DW said there are predicted achievements with partners in the low 90% range which is as expected. Any new contract issued in 2022/23 will be dependent on subcontractors meeting their target.

The Committee asked about the shortfall on ESFA and GLA shortfall. There are 908 enrolments for Learning Curve yet to be registered and this will close the gap on income. Integer do have late courses running so this should also finish.

David Warnes left the meeting at 18.05

11 Items for information only

11.1 Update on Accounts Directions, Post-16 ACoP, and regularity audit guidance for 2022/23

Ra Hamilton-Burns presented the paper and drew the attention of the Committee to the compliance mapping document which shows that the College is RAG rated as green on all requirements bar the reporting of CPD of the Governance Professional and governors which will take place at the time of the annual statements.

David Hoose commented that the agency says that they aren't issuing a supplementary bulletin this year but it is expected that this will be a requirement this year and that colleges will be expected to use the format of last year's.

Additionally, he added that Buzzacott doesn't undertake testing on ILR data but relies on the internal audit process. He drew the attention of the Audit Committee to this in order that this

	<p>should be addressed in advance and not come as a surprise during the production of the annual statements.</p> <p>Governors asked what the scope of the internal audit is and if an audit of Health and Safety takes place and suggested that some audits might be conducted internally. Anil Nagpal said that there isn't an internal audit function in the College, it is a bought-in service and it adopts a risk-based approach to determine the audit assignments. Maria Vetrone said that the internal audit plan is usually aligned with the strategic risk register and timed over three years to schedule a complete set of reviews. David Hoose reminded governors that assurances are sought from other sources which informs the risk assurance review. The Committee had challenged the items included in the Internal audit schedule and it was suggested that the Audit Committee be involved in the planning of internal audits.</p>
12	<p>Committee evaluation</p> <p>Governors commented that it had been a well planned and structured meeting with excellent and informative papers. It had been helpful to get updates on emerging risks and thanks was given to the College officers for addressing all the points raised.</p> <p>College officers said that it had been a good and useful meeting.</p> <p>Maria Vetrone said that she was sad that this would be her last Audit meeting at the College as she had stepped down due to work pressures. She has enjoyed working with the Committee governors and colleagues immensely and will miss it. The level of challenge, debate and support has been constantly superb, and she commended the senior team for clear, informative papers. She thanked David Hoose for his service to the Committee.</p> <p>Anil Nagpal thanked Maria for her excellent advice, support and challenge leading the Committee over the last three years and wished her all the best in the future. Governors thanked her for all that she has done shaping the Committee, bringing on board new governors and ensuring consistently high levels of challenge and feedback. They joined the College in offering every good wish for her future.</p>
13	<p>Any other business</p> <p>There was no other business.</p> <p>The meeting closed at 19.10</p>
13	<p>Date of next meeting</p> <p>Tuesday 11 October at 17.00</p>