

Northbrook College
Audit Committee Annual Report for the Financial Year 2014/2015

1. Introduction

This Report is addressed to the Chair and Members of Northbrook College Corporation and the Principal of Northbrook College (as the Accounting Officer for the College). It summarises the issues considered by the Audit Committee during the accounting period 1st August 2014 to 31st July 2015 (“the period”).

2. Background to the Year

Audit providers during the year were as follows:

- Internal Auditors: Mazars
- Financial Statements and Regularity Auditors: Baker Tilly

[Mazars were appointed 1 August 2010 for a three year contract with the option to extend by a further two years.

Baker Tilly were appointed on 1 July 2014 for a three year contract with the option to extend by a further two years].

The External Audit Management Report, Annual Accounts and the Annual Report of the Internal Auditors and Accounts for the year ended 31 July 2014 and the statement of Corporate Governance and Internal control were considered by the Audit Committee at its meeting on 4 December 2014. On the committee’s recommendation, the financial statements were signed by the Chair of the Corporation, Mr Nick Juba, at the Corporation meeting held on 18 December 2014.

3. Membership of the Audit Committee in 2014/15

- Prof Anne Boddington
 Mr Peter Griffiths
 Ms Eileen Houghton
 Ms Gill Phillips -Vice Chair and co-opted Member
 Mrs Barbara Robinson (with effect from 2 July 2015)
 Mr Bryan Turner -Chair
 Ms Debbie Waring (with effect from 20 November 2014)

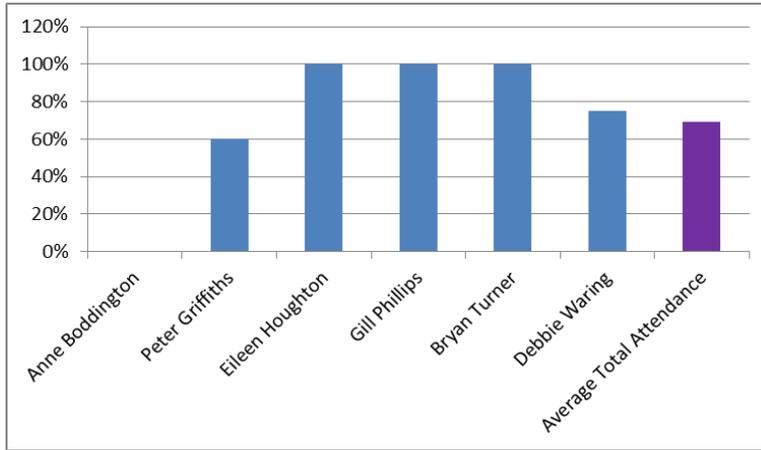
4. Meetings

The Audit Committee met on four occasions during the period as follows:

14th October 2014; 4th December 2014; 12th March 2015; 30th April 2015; 2nd July 2015

All meetings of the Audit Committee were quorate with 69% attendance by Committee Members during the year (18 actual from 26 possible).

| Name | Audit Committee | |
|--------------------------|-----------------|------|
| Anne Boddington | 0/5 | 0% |
| Peter Griffiths | 3/5 | 60% |
| Eileen Houghton | 4/4 | 100% |
| Gill Phillips | 4/4 | 100% |
| Bryan Turner | 4/4 | 100% |
| Debbie Waring | 3/4 | 75% |
| Average Total Attendance | 18/26 | 69% |



In addition to Committee Members, each meeting was attended by the Principal, the Director of Finance & Corporate Services and the Clerk or Deputy Clerk. A representative of Mazars (internal audit service) was present at all of the meetings held during the year. A representative of Baker Tilly (external audit) was present at the meetings held on 4th December and 2nd July.

5. Terms of Reference

The Terms of Reference for the Committee for 2014-15 are attached for information at Annex 1 to this report. They were approved by the Board on 22 October 2014. The previous terms of reference (which were in place at the date of the 14 October 14 Committee meeting) are provided at Annex 2.

6. Self-assessment

A review of the decisions made by the Audit Committee during 2014-15 was noted by the Corporation at its meeting of 24 September 15 (see Annex 3). All decisions were compliant with terms of reference and the Committee did not act ultra vires.

The Committee self-assessed its 2014-15 performance at its first meeting of the 2015-16 academic year. This led to some minor amendments to its schedule of business which is provided at Annex 4.

7. Internal and Financial Statements Audit

During the period, the College's Internal Audit service was provided by Mazars. Baker Tilly was the Financial Statements and Regularity Auditors.

7.1 Internal Audit Service (IAS)

The Internal Audit Strategy Update and Operational Audit Plan 2014/15 was considered by the Committee at its meeting on 10 July 14 and approved by the Corporation, later that same date having received the recommendation of the Audit Committee on this matter. Paragraph 7.1.3 below shows the work actually undertaken in 2014-15. The strategy was, as usual, risk-based. The strategy set out some areas to be audited annually while others were based on an assessment of risk by the college's Executive Team.

The Plan was for a total of 43 days including 3 days Follow Up and 5 days Audit Management.

7.1.2 Internal Audit Services Annual Report 2014/2015

The Annual Report of the Internal Audit Service for 2014-15 was presented to the Audit Committee on 19 October 2015.

The Audit Committee considered the performance of the Internal Auditor against agreed performance indicators and was satisfied with their performance in 2014-15.

7.1.3 Internal Audit reports

The Internal Audit Plan for 2014-15, approved by the Corporation on 10 July 14, built on the Executive Leadership Team's assessment of the areas of College activity presenting higher risks, as well as follow-up actions on past audit reports.

The grading scheme used by the Internal Audit Service consisted of four grades – Substantial Assurance, Adequate Assurance, Limited Assurance and No Assurance.

The areas audited during 2014-15 and the grades provided were as follows:

Core Financial Systems – Cash and Banking (Substantial)
Core Financial Systems – Purchasing & Procurement (Substantial)
Corporate Governance (Substantial)
Data Protection and Freedom of Information (Adequate)
Learner Number Systems (Substantial)
Partnerships subcontracting arrangements (Substantial)
Risk Management (Adequate)
Staff Utilisation (Adequate)

A number of recommendations were made by the auditors and the Committee was satisfied with the management response to these. The Committee continued to monitor the implementation of audit recommendations throughout the year.

7.1.4 Internal Audit Assurance Statement

The Internal Auditor issued an assurance statement for its work for 2013-14 which was considered by the Audit Committee on 19 October 2015. The report concluded that:

“On the basis of our audit work, we consider that Northbrook College's governance, risk management and internal control arrangements are generally adequate and effective to manage its achievement of the College's objectives. Certain weaknesses and exceptions were highlighted by our audit work, but none were considered fundamental. This and all other matters have been discussed with management, to whom we have made a number of recommendations. All of these have been, or are in the process of being addressed, as detailed in our individual reports”.

7.1.5 Report on Follow up of Actions /Recommendations

The Internal Auditor followed-up all recommendations made in 2013-14. The audits considered as part of the follow up were:

- Hourly Paid Lecturers and Use of Agency Staff
- Recruitment and Admissions
- Follow up
- Business Continuity Planning
- Core Financial Systems - New Finance System

Recommendations in respect of Learner Numbers (02.13/14) and Partnerships (05.13/14) were followed up as part of these respective audits in the Plan for 2014/15.

Of the 34 recommendations accepted by Management, twenty one were considered 'implemented', eight were considered as in the process of being implementation and three recommendations were considered not implemented. All outstanding recommendations were categorised as priority three (housekeeping). The Committee monitored outstanding audit recommendations through the year.

7.2 Financial Statements Audit

The Committee considered the Annual Report and Accounts for the year ended 31st July 2015, in the presence of the Auditors, at their meeting on 3rd December 2015. Committee members agreed to

recommend to the Corporation that the Annual Report and Accounts be approved. At the meeting, the Committee also agreed to recommend to Corporation that the Chair of the Corporation be authorised to sign the Letter of Representation.

- 7.3 The Audit Committee considered the performance of the Financial Statements Auditor against agreed performance indicators and was satisfied with their performance in 2014-15.

8 Value for Money

A section on Value for Money was included as part of each internal audit report during the year.

Particular matters highlighted to the Committee included:

- Hourly Paid Lecturers/ Use of Agency Staff – identified that the planned automated link between the HR, payroll and timetabling systems should lead to increased efficiency and effectiveness;
- New Finance system – that it was intended that value for money achievements would be demonstrated via the anticipated efficiency savings, once the Agresso system has become fully embedded.
- Data Protection and FOI – identified the importance of established controls and processes to minimise the risk of an information security or data protection breach, the impact of which can have serious reputational and financial consequences;
- Purchasing and Procurement – suggestion that the introduction of a value for money review/analysis of supplier spending, could lead to improved value for money through dealing with a reduced number of suppliers. In addition, that membership of the SSSC group, may allow future opportunities to collectively identify procurement efficiencies and bring about savings.
- Corporate Governance and Risk Management – recommendations regarding the College assurance map to ensure risks are formally considered and mitigated. This helps to prevent the need for avoidable expenditure resulting from uncontrolled risks providing a key mechanism for obtaining value for money.
- Staff Utilisation – Identified that the intended production of staff utilisation statistics (once the College had migrated HR and payroll into the new Agresso system) should enable increasingly timely reporting of performance on staff utilisation at faculty or course level.
- Cash and Banking - Measures to reduce the volume of transactions and amount of cash being processed through the College should be encouraged as part of a continuing move towards minimising cash transactions and expanding the use of electronic payments.

During the year the Committee received a report on key financial controls and cash management activities. This was arranged in response to Members' request for further information on staff utilisation.

The Committee monitored the key risk schedule during the year including consideration of actions being taken to increase apprenticeships.

9 Fraud, irregularity and whistleblowing

No issues of fraud, irregularity or whistleblowing were reported to the Committee by the Executive during the year. There is a standing agenda item on fraud at each meeting of the Committee and no issues were highlighted. At its meeting on 12 March 15, the Committee reviewed the College anti-bribery, fraud, whistleblowing arrangements with recommendations adopted by the Board at its meeting on 25 March 15.

10 Reports on other matters

Attendance at Monthly Board Meetings

Full Members of the Committee attend the main monthly Board meetings. In those meetings they receive regular reports on health and safety, safeguarding, equality and diversity, quality and financial issues. They are thus well placed to pick up and follow up any issue arising in the general life of the College which concern measures of control, financial health and policy.

Review of Financial Governance

During 2014-15 a review of financial governance arrangements was commissioned by the Board and conducted by FE Associates. The findings and recommendations were considered by the Board (including risk management) and fed into the work of the Audit Committee. This included a suggested list of questions for governors to consider asking when reviewing financial information. The recommendations contained within the report and progress against them was reported to the Committee during the year.

Quality of Data

Under the Code of Good Governance for English Colleges' (adopted by the Board on 24 September 15), "the board must ensure effective arrangements are in place for the management and quality assurance of data. This assurance should include a statement on data quality from the audit committee". The Committee considered an internal audit report on 'learner number systems' during the year which had received substantial assurance with one significant and six housekeeping recommendations.

The College was selected at random to have a funding audit of its 2013-14 data. The findings of this were considered by the Committee at its meeting on 4th December 14. A clean audit opinion was given with some recommendations which were mainly of a technical nature.

Key Risk Controls

At its meeting of 14th October 2014, the Committee received a development session on key financial control and cash management activities. This focused on staff utilisation, the need for courses to remain financially viable and cashflow management.

Audit Assurance Map

At its meeting of 12th March 2015, the Committee received the first draft Audit Assurance Map. This had been produced by the College and its internal auditors to set out key risk areas and key processes and to review controls and assurance levels in place. The map was further refined before being considered, alongside risk, at the Committee meeting of 2 July 15.

Financial Regulations

At its meeting of 12th March 2015, the Committee undertook its annual review of risk management processes (including arrangements for sub-contracted provision) and reviewed financial regulations for risk management, anti-bribery, fraud and whistleblowing. On the Committee's recommendation, the regulations were approved by the Board at its meeting on 25 March 15.

2015-16 Internal Audit Strategy and External Audit Planning Memorandum

The internal audit strategy and external audit planning memorandum were scrutinised by the Committee at its meeting on 2 July 2015. On the Committee's recommendation, the documents were approved by the Board at its meeting on 9th July 2015.

New FS102 Financial Reporting Standard

The Committee discussed the new FS102 financial reporting standard with the external auditors and the Director of Finance at its meetings on 14th October 2015 and 2nd July 2015. In particular, the requirement for the Audit Committee to forecast if the College would remain a 'Going Concern' and

advise the Board accordingly before sign off of the accounts. In response to the concerns of the Committee it was agreed that Baker Tilly would provide information to inform the Committee's decision, including the headroom for liabilities to be met during the 12 month period and the Board would need to closely monitor monthly cashflow. The concerns of the Committee on this issue were brought to the Board's attention at its meeting on 9th July 2015.

11 Business for the forthcoming year

The draft schedule of business for the Committee for the 2015-16 academic year is provided at Annex 4.

12. Audit Committee Opinion

Based on the activities listed in this report and on the Internal Audit Assurance Statement for 2014-15, the Audit Committee can now reassure the Corporation that Northbrook College's governance, internal control, and risk management arrangements are generally adequate and effective to manage its achievement of the college's objectives and that the College has adequate and effective control processes to manage its achievement of its objectives of securing economy, efficiency and effectiveness (value for money).

Signed:

Date:

(Eileen Houghton, Chair of Audit Committee, Corporation of Northbrook College)

Annex 1

Audit Committee Terms of Reference (in place from 22 October 2014 for the remainder of the reporting year)

Membership

The Audit Committee shall comprise at least five Board members (excluding the Principal and Chair). It may additionally appoint up to two co-opted members with relevant business or academic experience and expertise, who have been appointed by the Board on the recommendation of the Search Committee.

The quorum shall be a minimum of three committee members, two of whom must be Board Members. The Chair and Vice Chair of the Committee shall annually be appointed by the Board from among the committee members. The Chair of the committee must be a member of the Board.

At least one member of the Audit Committee shall have recent and relevant accountancy, or audit and assurance, experience.

The Principal and Director of Finances & Corporate Services will attend all committee meetings as non-members except where required to withdraw by the Committee. Managers of functions on which auditors have commented may be required to attend.

Frequency of Meetings

The Committee will meet a minimum of four times a year

Duties & Functions

- a) To advise the Board on the adequacy and effectiveness of the college's audit arrangements, framework of governance, risk management and control and processes for the effective and efficient use of resources (value for money), the solvency of the institution and safeguarding of its assets.
- b) To monitor a Risk Register showing the significant and strategic risks to which the College is exposed, to receive reports on arrangements to mitigate or manage those risks, to satisfy itself as to the adequacy of those arrangements and make recommendations as it considers appropriate to the Board.
- c) To advise the Board on the appointment, re-appointment, dismissal and remuneration of audit providers*, review their respective terms of engagement and establish that all assurance providers adhere to relevant UK professional and regularity requirements.
- d) To annually advise the Board on the scope and objectives of the work of audit providers including the proposed internal audit strategy and proposals for obtaining assurances in relation to specific risks.
- e) To review and monitor the external auditor's independence and objectivity in the audit process, taking into consideration relevant UK professional and regularity requirements.
- f) To develop and implement policy on the engagement of the external auditor to supply services other than financial statements, audit and regularity audit, taking into account relevant ethical guidance. The Committee will report to the Board identifying any matters where it considers that action or improvement is needed and making recommendations as to the steps to be taken.
- g) To review the financial statements of the Board together with the related members' reports and to make such recommendations as it considers appropriate to the Board.

- h) To establish, in conjunction with College management, relevant annual performance measures and indicators and to monitor the effectiveness of audit providers through these measures including monitoring effective co-ordination between audit providers and the submission of recommendations to the Board on whether a competition for price and quality of either audit service is appropriate.
- i) To monitor, within the agreed timescale, the implementation of agreed audit recommendations arising from the management letters and reports of the financial statements and regularity auditor, and of any reports submitted by other providers of audit and assurance services to the college.
- j) To ensure that the College adheres to the Joint Audit Code of Practice and Regularity Audit Framework and responds to any changes made to these documents by the Skills Funding Agency or Education Funding Agency.
- k) To periodically review the College's policies relating to Anti-Bribery, Fraud & Irregularity, Risk Management and Whistleblowing and advise the Board on proposed amendments and additions.
- l) To ensure the proper, proportionate and independent investigation, reporting and follow up of all allegations and instances of suspected fraud, irregularity and whistleblowing.
- m) To produce and submit an annual report to the Board and the Accounting Officer that outlines the activities of the audit committee as they relate to the year under review and to the terms of reference of the Committee. The report shall include the Committee's opinion on the adequacy and effectiveness of the College's audit arrangements, its framework of governance, risk management and control, and its processes for securing economy, efficiency and effectiveness.
- n) To annually review the Committee's terms of reference with proposed amendments submitted to the Board for approval.

Reporting

The minutes of meetings will be taken by the Clerk to the Board.

The Audit Committee's membership, terms of reference and non-confidential meeting minutes will be available on the College website.

A section of the College's Statement of Corporate Governance and Internal Control contained in its Annual Report and Financial Statements will describe the work of the committee in discharging its responsibilities.

*Audit providers refers to the internal audit, financial statements audit, regularity audit and any other audit providers.

Annex 2

Audit Committee Terms of Reference (in place during the initial part of the year which the report relates, specifically from 1 August 2014 to 21 October 2014)

Membership

The Audit Committee shall comprise five members of the Corporate Governing Body (excluding the Principal). All members shall have equal voting rights. The quorum shall be three.

The Chair and Vice Chair of the committee shall annually be appointed by the Corporate Governing Body from among the committee members.

Frequency of Meetings

The Committee will meet a minimum of once a term

Terms of Reference

- a) To ensure that the College adheres to the Audit Code of Practice and responds to the changes that are made to it from time to time by the Skills Funding Agency.
- b) To advise the Corporation on the adequacy and effectiveness of the College's systems of internal control and its arrangements for risk management, control and governance processes and securing economy, efficiency and effectiveness (value for money).
- c) To advise the Corporation on the appointment, reappointment, dismissal and contract remuneration of the financial statements auditor and the internal audit service and to review their respective letters of engagement.
- d) To review the statutory accounts (Financial Statements) of the Corporate Governing Body together with the related members' reports and to make such recommendations as it considers appropriate to the Corporate Governing Body.
- e) To advise the Corporation on the scope and objectives of the work of the internal audit service and the financial statements auditor.
- f) To ensure effective co-ordination between the internal audit service and the financial statements auditor.
- g) To consider and advise the Corporation on the audit strategy and annual internal audit plans for the internal audit service.
- h) To advise the Corporation on internal audit assignment reports and annual reports and on control issues included in the management letters of the financial statements auditor and management's response to these.
- i) To monitor, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignment reports, internal audit annual reports and the financial statements auditors' management letters.

- j) To consider and advise the Corporation on relevant reports by the National Audit Office, the Skills Funding Agency and other funding bodies and where appropriate, management's responses to these.
- k) To establish, in conjunction with the College's management, relevant annual performance measures and indicators and to monitor the effectiveness of the internal audit service and financial statements auditor through these measures and indicators and decide, based on this review, whether a competition for price and quality of the audit service is appropriate.
- l) To produce an annual report for the Corporation and the Accounting Officer which should include the Committee's advice on the effectiveness of the FE College's risk management, control and governance processes and any significant matters arising from the work of the internal audit service and the financial statements auditor.
- m) To ensure that all allegations of fraud and irregularity are properly followed up.
- n) To be informed of all additional services undertaken by the internal audit service and the financial statements auditors.
- o) To review the sections of the College Financial Regulations relating to Anti-Bribery, Insurance, Fraud, Risk Management and Whistleblowing and advise the Corporation on proposed amendments and additions.
- p) To consider an annual report on risk management arrangements for franchising and off site work.
- q) To review the Financial Management and Control Evaluation and to recommend to the Corporation that the return be approved, with whatever amendments are thought necessary.
- r) To receive reports of an audit nature submitted to the College by other external bodies.
- s) To regularly review key risks and review the risk management policy and statement of risk appetite on an annual basis and make such recommendations as it considers appropriate to the Corporation.
- t) To identify and review key risks associated with the Committee's remit and submit these to the Corporation.
- u) To consider other issues relating to audit that are not specifically referred to above and where appropriate make recommendations for changes to the Corporation.
- v) To annually review the Committee's terms of reference (including a review of decisions made) and make recommendations to the Corporation on proposed changes.
- w) To annually review the Committee's schedule of business

Reporting

The Minutes of meetings will be taken by the Clerk to the Corporation and submitted to the Corporation.

Annex 3 - Review of Audit Committee Decision Making 2014-15 Academic Year

| Audit Committee Decision | Date of Meeting | Compliance with Terms of Reference |
|--|-----------------|------------------------------------|
| Recommendation to the Board that the Audit and Accountability Annex of the FE Code of Governance be adopted. | 14 Oct 14 | Yes |
| Recommendation to the Board that the proposed terms of reference for the Audit Committee be approved subject to Membership being extended to four Board members and up to two co-opted members. | 14 Oct 14 | Yes |
| Recommendation to the Board that the 2014-15 schedule of business for the Audit Committee be noted. | 14 Oct 14 | Yes |
| Recommendation to the Board that for succession planning purposes, a new Chair for the Audit Committee be identified for the commencement of the 2016-17 academic year. | 14 Oct 14 | Yes |
| Recommendation to the Board that the completed regularity audit questionnaire be approved and signed by the Principal as Accounting Officer and Chair of Governors. | 14 Oct 14 | Yes |
| That the Clerk seek clarification on the question of whether the Corporation could demonstrate the discharging of responsibilities as charitable trustees. | 14 Oct 14 | Yes |
| That the risk report be noted. | 14 Oct 14 | Yes |
| The Principal to investigate the potential for a Governor to be paired with a teacher for the day as part of the Governor learner walks programme. | 14 Oct 14 | Yes |
| The Financial Statements be updated with date of March 2013 for the last valuation of the pension scheme. | 4 Dec 14 | Yes |
| Clarification to be sought on internal audit costs in the financial statements being more than the prior year. | 4 Dec 14 | Yes |
| Recommendation to the Board that, on the basis of the opinion offered by the Corporation's external auditors, Baker Tilly, the 2013-14 financial statements be adopted by the Corporation. | 4 Dec 14 | Yes |
| Recommendation to the Board that the letter of representation be signed by the Chair. | 4 Dec 14 | Yes |
| Further information on the risks surrounding the move to FRS102 accounting be circulated to Members. | 4 Dec 14 | Yes |
| The findings of the funding audit be noted | 4 Dec 14 | Yes |
| The Committee formally record its thanks to Management Information Systems staff, Finance Staff, the Vice Principal and Director of Finance & Corporate Services for the substantial amount of time and work dedicated to the funding and year end audits. | 4 Dec 14 | Yes |
| That the Internal Audit Annual Report from Mazars for 2013-14 be adopted. | 4 Dec 14 | Yes |

| | | |
|---|---|-----|
| That the Annual Report of the Audit Committee for 2013-14 be adopted and submitted to the Corporation and to the Principal as Accounting Officer. | 4 Dec 14 | Yes |
| That the proposed performance ratings of the internal audit service and external audit service be adopted. | 4 Dec 14 | Yes |
| That the assurance map, including the agreed amendments, is brought to each Audit Committee meeting for discussion by members. | 12 March 15 | Yes |
| Recommendation to the Board that the Risk Management Policy be approved, subject to the changes discussed. | 12 March 15 | Yes |
| Recommendation to the Board that the Financial Regulations / Policies regarding Anti-Bribery, Fraud and Whistleblowing be approved. | 12 March 15 | Yes |
| Approval of Internal Audit Reports | 4 Dec 14, 12 March 15 30 April 15, 2 July 15 | Yes |
| That the Top Five risks of various departments would be taken to the future Audit Committees for review and further consideration. | 30 April 15 | Yes |
| That the Principals Report taken to the monthly Board meetings would include a KPI around target staff utilisation. | 30 April 15 | Yes |
| Recommendation to the Board that the external audit planning memorandum be approved | 2 July 15 | Yes |
| Recommendation to the Board that the internal audit strategy be approved | 2 July 15 | Yes |

Annex 4 - 2015-16 Schedule of Audit Committee Business

19th Oct 15

1. Session without Management Present
2. Minutes of the Meetings of the Committee held on 2 July 15
3. Matters Arising
4. Consideration of 2014-15 Annual Report of Mazars Internal Audit Service
5. Consideration of 2014-15 Annual Report of the Audit Committee
6. Internal Audit Report – ‘Follow Up’
7. SAQ Update Checklist
8. *To approve* the proposed regularity audit questionnaire return to the financial statements auditor
9. *To note* any reports of fraud, irregularity or whistleblowing (oral)
10. Risk Register
11. Audit Committee Self-Assessment including schedule of business
12. Review of Internal Auditor Performance for 2014-15
13. Review of Internal Audit Contract

3rd Dec 15

1. Session without Management Present
2. External Audit Report (Management Letter & Letter of Engagement/Representation) accompanied by the financial statements for the year ended 31 July 15 & summary of key issues within the financial statements
3. To note the assurance map
4. Progress Report on the Implementation of Audit Recommendations
5. *To note* any reports of fraud, irregularity or whistleblowing (oral)
6. Review of External Auditor Performance for 2014-15
7. Financial Health SFA Letter
8. Risk Register including review of controls and procedures to mitigate a significant risk

10th March 16

1. Session without Management Present
2. Consideration of re-tendering of Internal Audit Contract
3. To note the assurance map
4. Review of Whistleblowing Policy
5. Annual Review of risk management arrangements and risk management policy
6. Review of financial regulations regarding anti-bribery, fraud and whistleblowing
7. Internal Audit Reports
8. Progress Report on the Implementation of Audit Recommendations
9. *To note* any reports of fraud, irregularity or whistleblowing (oral)
10. Risk Register including review of controls and procedures to mitigate a significant risk
11. Annual Review of Risk Management Arrangements for sub contracted curriculum provision

5th May 16

1. Session without Management Present
2. Internal Audit Reports
3. To note the assurance map
4. Progress Report on the Implementation of Audit Recommendations
5. *To note* any reports of fraud, irregularity or whistleblowing (oral)
6. Risk Register including review of controls and procedures to mitigate a significant risk

7th July 16

1. Session without Management Present
2. Financial Statements Audit Planning Memorandum
3. Draft 2016-17 Internal Audit Plan

4. To note the assurance map
5. Internal Audit Reports
6. Progress Report on the Implementation of Audit Recommendations
7. To *note* any reports of fraud, irregularity or whistleblowing (oral)
8. Risk Register including review of controls and procedures to mitigate a significant risk