

Membership and meetings

5. The membership of the Committee in 2020/21 was:

Independent members of Council

Andrew Ratcliffe

8. The Secretary to the Committee is Charlotte Martin, Clerk to the Council and Pensions & Projects Manager. Nicholas Seager, Registry Information & Systems Manager, attends meetings as Assistant Secretary. The Director (Professor Colin Lawson), Deputy Director (Kevin Porter) and the Director of Finance (Rachel Harris) also attend meetings of the Committee. Other Directorate members attend as needed.
9. Representatives of the internal audit service, KCG, and of the external auditors, BDO, attended meetings regularly during the year. There are periodic private meetings between the Committee and both the internal and external auditors.
10. This report was discussed in draft at the October 2021 meeting and finalised and agreed at the November 2021 meeting.

Terms of reference

11. The Committee reviewed its terms of reference at the meeting held on 1 October 2020 and adopted the model in WKH UHYLVHG A&8& +LJKHU (GXFDWLRQ \$XGLW &RPPLWWHHV &RGH R reference are reviewed on an annual basis and now, as for all College Committees, include the promotion of Equality, Diversity and Inclusion and regular reflection on how the work of the Committee might support the EDI strategy.

Risk Management

12. The Audit C RPPLWWHH KDV NHSW XQGHU UHYLHZ WKH &ROOHJHBV DUUDQ received the annual report on risk management at the September 2021 meeting, noting that the College had undertaken substantial and regular in-year review of the Risk Register as part of the process of recognising and mitigating risks relating to the Covid-19 pandemic. Academic risk is also considered by the Committee and in October 2020, the BMus Review, presented by the Director of Programmes, was considered. The Committee also UHFHLYHG WKH LQWHUQDO DXGLWRUVB DQXDO UHSRUW LQ ZKLFK &ROOHJHBV ULVN PDQDJHPHQW DUUDQJHPHQWV SURYLGHV VDWLVIDF achievement of the &ROOHJHBV REMHFWLYHV DUH DGHTXDWHO\ PDQDJHG DQG recommendations which were addressed in the annual risk management workshop in October 2021.

Control and Governance

13. The Audit Committee has kept under review the Colle JHBV DUUDQJHPHQWV IRU FRWURO D supported by the Internal Auditors Annual Opinion. The Internal Auditors reach their opinion by examining the design DQG RSHUDWLRQ RI FRWUROV RYHU WKH &ROOHJHBV processes and procedures, as well as progress made in implementing recommendations made in prior years.

Sustainability

14. :LWKLQ WKH 6WUDWHJLF 3ODQ WKH &ROOHJH LV FRPPHWJH WR C ILQDQFLDO IXWXUH RI 5&0D 7KH)LQDQFLDO 6XVWDLQDELOLW\ 6WUD and management of financial resources required for the Strategic Plan objectives. The Audit Committee has considered risk management reports, sustainability assessments, the annual sustainability assurance report and an annual report on performance against Key Performance Indicators. The Finance & General Purposes Committee considers budget proposals, scenario planning and medium/long term financial planning.
15. The going concern basis is fundamental to the basis on which the &ROOHJHBV ILQDQFLDO VDWLVIDF its November 2021 meeting the Committee considered a paper, which had already been reviewed by the Finance & General Purposes Committee, in support of that assumption. The Committee concurred with its conclusion that the going concern basis continues to be appropriate.
16. \$W LWV PHHWLQJ LQ OD\ WKH &RPPLWWHH UHFHLYHG WKH &ROOHJHBV the College intends to progressively reduce its emissions with the target of achieving net zero by 2035. The Committee will monitor progress towards this goal.

Economy, efficiency and effectiveness – Value for Money (VfM)

17. The Audit Committee received the annual report on VfM in 2020/21 at its September 2021 meeting. The
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UHSRUW ZDV satisfactory assurance that the College maintained adequately designed and effective
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18. In 2008/09 the College put in place a new VfM Strategy which broadened VfM scrutiny across the College, in
line with the new model for VfM included in the revised HEFCE financial memorandum and associated
Accountability and Audit Code of Practice. Implementation of the Strategy is led by the Deputy Director. The
strategy was fully reviewed during 2019/20, hao(-)14(a)6(-)289.0ehe5vi0(ut50005C40205e6(-)4(t)-7b)evile(t)-7y Diorty

28. The Committee held a private session with BDO at its meeting on 4 November 2021.

Audit Committee Opinion

29. In accordance with the OfS Terms and Conditions of Funding for Higher Education Institutions (OfS 2018.15) and having taken into account the annual report of the Internal Auditors and the Management Letter of the External Auditors, the Committee recommends, based upon information it has received, the following statement as part of its Annual Report to the Council, and to the Director, as the Accountable Officer:

The Committee is satisfied that the College has effective arrangements in place for governance and risk management and control within the College as set out in the Statement of Internal Control, included with the Annual Financial Statements.

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effectiveness and notes the progress made in this regard during 2020-21.

The Committee is satisfied that the College has an appropriate framework in place for ensuring the management and quality assurance of data to HESA, OfS and other funding bodies.

The Committee is satisfied that the College has arrangements in place to ensure that all forms of resources are used in a sustainable (financial, social and environmental), secure and effective manner which supports institutional success.

30. In arriving at this opinion, the Committee recommends to, and informs, the Council and the Accountable Officer that:

The work of KCG adequately covered aspects of all areas of the internal control system of the University for 2020-21, as part of an ongoing rolling programme.

Representatives from the Internal Auditors and External Auditors, had the opportunity for direct access to the Director, the Chair of the Committee and, had it been necessary, the Chair of Council.

Both the External and Internal Auditors have had unrestricted access to all records, assets, personnel and