WEST NOTTINGHAMSHIRE COLLEGE



AUDIT COMMITTEE

Minutes of the meeting held in the Board Room, Derby Road site on Thursday 7^{th} February 2019 at 5.05 pm.

MEMBERS

Jamie Fryatt

PRESENT:

Rebecca Joyce

Neil McDonald, Chair

Sardip Sandhu

ALSO IN

Maxine Bagshaw, Clerk to the Corporation

ATTENDANCE:

Martin Sim, Interim Principal

John Owen, Interim Finance Director

Louise Knott, Vice Principal Communications, Learner Engagement & Student

Experience

Gavin Peak, Director of IT and Estates

Mark Dawson, KPMG Louise Tweedie, RSM

Auditors confirmed that they did not wish to meet with the Committee without

management present.

		ACTION by whom	DATE by when
1	APPOINTMENT OF THE COMMITTEE CHAIR		
	Neil McDonald was nominated as the Committee Chair, this nomination was seconded and approved.		
	AGREED: to appoint Neil McDonald as the Audit Committee Chair.		
	The Committee took the opportunity to thank Jamie Fryatt for his contribution as the Audit Committee Chair to date.		
2	DECLARATION OF INTERESTS		
	The Chair reminded everyone present to declare any interests that they may have on agenda items to be discussed. No interests save for standing declarations were noted.		
3	WELCOME, INTRODUCTIONS AND APOLOGIES FOR ABSENCE		

Signed : _____Chair

Date: 4.4.19

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Apologies for absence were received from Lee Radford and Darren Wilkinson, Committee Co-optee.

4 MINUTES OF THE MEETING HELD ON 29TH NOVEMBER 2018

The minutes of the meeting were reviewed and it was agreed that they were an accurate record of discussions.

AGREED: to approve the minutes of the meeting held on 29th November 2018.

5 ACTION PROGRESS REPORT

The Committee considered the table provided and a number of matters were discussed:

- Line 1 an update on this is provided at agenda item 6 (III)
- Line 2 an update on this is provided at agenda item 12
- Line 3 an update on this is provided at agenda item 8
- Line 4 the Committee was advised that an asset register is in place but that staff have not yet completed the visual verification of non-IT equipment. A review of non-IT assets has been started but is yet to be concluded. It was noted that two thirds of college assets are actually IT equipment in any event. The interim Finance Director confirmed the view that it is unlikely that anything material will be found as a result of the review.
- Line 5 completed
- Line 6 a report on staff utilisation is scheduled for presentation to the Board in February 2019 as part of the interim Principals report.
- Line 7 completed
- Line 8 internal auditors are scheduled to undertake their key financial controls visit on 25th and 26th February 2019
- Line 9 the Vice Principal Communications, Learner Engagement and Student Experience confirmed that she would pick up this action with the HR department and proposed that the first training be offered as part of the staff development day in July 2019. She confirmed that this would be a face to face training opportunity. The committee considered this and were of the view that training on anti-fraud, bribery and corruption across the organisation needed to be mandatory. They discussed whether online training would be more effective, so as to check compliance and also a test could be included which is a pass or fail situation. They questioned whether there were any staff who have high levels of delegated authority who should be required to complete training earlier. It was confirmed that there are and that these could be organised through leadership meetings, this would be members of the executive and the Heads of School. A challenge from the Committee was to look to establish an e-

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learning tool and it was agreed that the Vice Principal would VP CLE&SE ascertain what was on offer through ETF.

CLE&SE Feb 2019

Line 10 – completed

6 INTERNAL AUDIT

Louise Tweedie from RSM introduced a number of reports.

1) Subsidiary Company Frameworks – BKSB

She confirmed that the focus of this review has been on bksb and a number of areas were considered

- Their approach to forward planning
- Financial planning particularly
- College oversight
- Governance arrangements

She confirmed that the overall outcome of the review was an 'amber' RAG rating. She indicated that there were a number of recommendations made to bring about improvements, these include:

- On speaking to the Managing Director it was made clear that bksb in many areas follows college policies and procedures. The MD has a concern that these may be constraining at times. The recommendation is that the College review and come to a decision regarding the need for bksb to have its own detailed procedures.
- Declarations of interests to be updated annually.
- Chair to undertake one to ones so as to carry out Board member appraisals.
- All Directors to have signed non-disclosure agreements.

There were also additional subsidiary company items brought forward from the previous audit. These are:

- The creation of a business plan for VBSS.
- Wherever possible seek to dissolve/windup the subsidiary companies that are no longer active, including Vision Apprentices and Vision Workforce Skills.

The Committee, in considering the report, made the observation that the length of the report was made far greater than it needed to be because of the substantial lists of documents reviewed. They felt that, in parts, the report simply included a list rather than any commentary, observations and/or implications.

The Clerk to the corporation, who is also the Company Secretary for the College's subsidiary companies, apologised for the restated actions. She indicated that the vast majority were minor admin points and she had believed that these were concluded but this appears not to be the case. She undertook to clear many of the actions prior to the next meeting.

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An observation made by one Governor present was that the requirement to compile a register of all Director appointments has now been abolished as an obligation, notwithstanding this the Clerk confirmed that a rolling record of membership does exist internally.

The Committee indicated that they would expect to see:

- a) An update at the next meeting on the composite recommendations tracker, to show when actions have been completed.
- b) The bksb Board develop an action plan to address matters raised
- c) In future reports RSM to provide an executive summary this
 is a report by exception so that Governors can clearly see what
 needs to be the focus

The Committee discussed the financial limits provided in the Financial Regulations and the restriction that the Managing Director of bksb can only approve expenditure up to £60k. Because of the College's administered status, the Committee questioned whether there was a risk that the imposed £20k limit would be exceeded. The interim Finance Director provided assurance in relation to this and explained that any expenditure over £250 currently has to be reviewed by him and therefore the risk is mitigated.

AGREED: to note the content of the report provided.

2) IT Core Controls

RSM presented this report and drew members' attention to section 1.3 which is the key findings. Their report provides 'substantial assurance' save for a number of exceptions, including:

- The IT and information security policy was agreed by the College unions in October 2018 and is due for review in October 2020 as per the review cycle. The policy is available to all staff via the intranet, however testing identified that the version on the college's website was last reviewed in December 2014 (and is due for review in December 2016), therefore the document on the College website is not the latest correct version.
- The global password policy's minimum password age should be reviewed as the current minimum of zero days along with the password history set at 12 generations presents the risk that a new password could be created 12 times and the original password set thereafter. The Director of IT and Estates confirmed that this issue has now been addressed and changed.
- Auditors were information that the College was due to run a two phased phishing campaign starting from the summer term in 2018. This has been delayed and auditors were advised that

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the first phase of the programme will be implemented from November 2018. This will include simulated attachments being sent to all staff with targeted training for staff who inadvertently opened attachments. As the college has this planned, no further action is being raised.

 The college has not yet subscribed to the governments cyber essentials scheme. The Director of IT and Estates confirmed that there were no expected issues in terms of the college passing the tests in relation to this. It was noted that subscription to cyber essentials plus is also available.

Auditors confirmed that it was a very positive outcome from their fieldwork testing in this area.

In relation to the phishing campaign, it was explained that the start has been delayed because of staff changes. The senior team were awaiting the conclusion of the restructure and will undertake the campaign once staffing has settled down. It was confirmed that an external review is being commissioned and any issues identified from the simulation will be addressed through staff training.

AGREED: to note the content of the update provided.

3) Internal Audit Progress Report for 2018/19

The committee reviewed work to date which is completed in relation to

- Subsidiary Companies Framework bksb
- 2018 IT selected core controls

Fieldwork has been completed in relation to two further areas and reports will be presented at the next meeting. These are:

- Advisory Review Additional Learner Support spreadsheet and usage, and Discretionary Learner Support and bursary funds.
- Key Financial Controls visit (month end).

Further work is planned in relation to:

- Learner Number Systems it was explained that this was a red/amber review in the prior year and therefore it is important to review and re-visit.
- Framework for compliance with legal requirements Data Protection – this will be undertaken in June 2019 which is one year post GDPR implementation and therefore a timely review.
- Key financial control visits 2 and 3 are planned for the periods February and March 2019.
- Follow-up on previous recommendations is scheduled for March 2019.

The proposals presented were

a) To move the staff utilisation review in to the 19/20 year and instead undertake testing regarding learner numbers for

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- apprenticeships, this could take place in May.
- b) Learner numbers to be tested but exclude apprenticeships and undertake this as a discrete piece of work.
- c) Higher Education Regulatory Framework Compliance this is to be cancelled and replaced with an ALS review instead, given the risks associated with this.

The Committee discussed staff utilisation testing and questioned and challenged whether May 2019 was the right time of the year. The view of the interim Principal was to either undertake the audit work earlier in the year or move back to 19/20 once the second phase of restructure has completed.

In general discussion there were a number of points made:

- The interim Principal advised that the College is currently undertaking a significant review of the processes in place regarding apprenticeship provision and therefore fieldwork testing in May 2019 would be a good opportunity to review the changes made.
- A review of study programmes needs to be included in the learner number testing. This is particularly in relation to the 540 hours and how they are planned and delivered. All agreed that the senior team and governors need some assurance in relation to this. The interim Principal explained guided learning hour principles and the associated funding bands and, in particular, the risks associated with not planning properly.
- In relation to staff utilisation, the Board will obtain some assurance from the curriculum plan and this has already been looked at as part of the restructure.

An observation made by the committee was that the college is now two thirds of the way through the academic year but only two internal audit reports had been presented so far. They asked whether more activity could be undertaken earlier in the next academic year. They also requested that any changes to the audit plan, in terms of risk areas to be tested and/or fieldwork dates to be moved, be presented to this committee as a proposal or the Committee Chair outside the meeting, if there would be an unacceptable delay by waiting until the next scheduled meeting. The Committee indicated that they wanted to ensure that realistic time targets are set and are not too tight and therefore inevitably set staff up to fail to hit the objectives. A challenge from the Committee was to avoid any slippage in terms of implementing actions agreed.

The interim Principal expressed the desire to undertake a mock PFA audit, however he explained that this would be dependent upon the outcomes of the learner number audits. The Committee all felt that a mock PFA audit would be of benefit and they requested that the interim Principal obtain cost estimates at the earliest opportunity. A challenge from the Committee is that the internal audit plan going

Interim Principal Feb. 2019

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forward should focus on risks that are commensurate to the organisation.

The Committee discussed the fact that audits of key financial controls have historically been undertaken over three separate visits. It was acknowledged that this is not usual in the sector, with all audit testing usually been undertaken in one visit. The interim Finance Director confirmed that he is reviewing the situation with RSM to see if consolidated audit work on the key financial controls is possible. In terms of the timing of internal audit work it was acknowledged that September and October tend to be concentrated on external audit as well as the potential for any PFA audit and this does sometimes make it difficult to complete internal audit testing work in this period as well.

AGREED:

A, to note the content of the update provided, and B, approve the Internal Audit Plan changes as proposed.

7 **SUBCONTRACTOR CONTROLS REPORT 2017/18 (KPMG)**

The interim Finance Director presented this report and confirmed that it is a review that colleges are obliged to undertake each year. The Committees attention was drawn to section 1.2 which sets out the scope of the review and, included within this, is a stated limitation from auditors in that 'we have not expressed any opinion as to the adequacy, reliability or effectiveness of any systems of internal controls designed or operated by the college'. Section 1.3 sets out the list of subcontractors utilised for the 17/18 academic year; all acknowledged that this was a substantial list.

The Committee questioned the college's approach to subcontracting generally. They were advised that WNC uses a model contract provided by the ESFA and that it includes a comprehensive list of compliance measures. In general terms the systems and application of the systems internally are strong, however, there are significant risks in relation to the use of subcontractors where they only have a contract with WNC. It was explained that subcontracting generally is considered high risk in the sector, even more so when subcontractors are geographically remote.

One member of the Committee questioned the sample size for the audit work undertaken. A response to this was not able to be provided at the meeting and it was therefore agreed that the interim Finance Director and KPMG would provide an update outside the meeting.

Governors commented and challenged how they can be assured that there are no other subcontracts that the college has in place that have not been robustly audited. The interim Principal confirmed that he, on

Interim FD / KPMG

Feb. 2019

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re	view/in	vestiga	ation	and	that,	other	than	what	has	already	been

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reported to the Board, there have been no issues identified.

The Committee questioned how many subcontracts the College will have in the future. It was explained that they will be significantly reduced in relation to apprenticeship provision, with only a handful of learners rolling over in to 19/20. In relation to the AEB subcontracting this is, by comparison to the Apprenticeships, managed and monitored well. The Committee were reminded that the College strategy is to phase out the use of subcontractors with activity transferring to direct delivery.

At section 1.4 it was noted that three medium and one low priority recommendation have been made. It was confirmed that these actions would be added to the composite tracker. A challenge from the Committee is that all recommendations from all sources should be provided in one document to make it easier to monitor progress and compliance.

Interim FD

Feb 2019

AGREED: to note the content of the report provided.

8 COMPOSITE COLLEGE RECOMMENDATIONS REPORT

The interim Finance Director presented this report and confirmed that there is a significant backlog and staff are working through actions required. He confirmed that staff continue to make inroads and provided assurance that there are no 'high' priority recommendations which were currently outstanding. A challenge from the Committee was to prioritise those actions which will have the most impact. It was noted that the recommendations from the 2018/19 reports are not included within this document and it was confirmed that these will be added now that they have been presented in full to the Committee. A challenge from the Committee was that, when agreeing implementation dates, staff need to be realistic to avoid slippage.

In terms of progress made there were 18 actions from the 17/18 academic year still to be implemented at the November 2018 meeting, this has now reduced to 12, made up of 7 medium and 5 low recommendations.

A challenge from the Committee was in relation to any Health and Safety actions not progressed, governors indicated that as a general principle they would not wish to see any Health and Safety actions outstanding and certainly not late in terms of implementation.

AGREED: to note the content of the update provided.

9 <u>AUDIT SERVICES ADDITIONAL NON-AUDIT WORK UNDERTAKEN IN</u>
2017/18

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The interim Finance Director presented this report and confirmed that it was designed to prevent concerns regarding conflict and/or independence of auditors. In terms of the additional work undertaken by KPMG it was confirmed that there were no advisory reports and the discrete pieces of work were undertaken by different teams.

The Committee questioned whether there was a policy in place regarding non-audit work, particularly value limits that would require Audit Committee approval. It was confirmed that there is no policy in place and that this is common in FE. In terms of the value of additional non-audit work the Committee questioned whether the amounts seen were usual. It was explained that they are not and that 17/18 was a particularly intensive year in terms of other investigations required. Assurance was given that appointment decisions were based on value for money considerations following either a tender process or quotes obtained. It was agreed that the Committee would consider a policy in relation to non-audit work as part of the procurement/tender process review, this to be scheduled for discussion at the next meeting in April.

The Committee considered the information provided and acknowledged that the most significant non-audit piece of work related to a subcontractor investigation, they acknowledged that this could not have been planned for and that KPMG were appropriately instructed.

AGREED: to note the content of the report provided.

10 VALUE FOR MONEY ANNUAL REPORT

The Clerk to the Corporation presented this report and confirmed that this is the first time that attempts have been made to articulate the Boards value for money considerations. She indicated that within the context of 17/18 being a significantly challenging year for finances there were still some incredibly positive results in terms of student outcomes. In discussing student outcomes and the positives and negatives the Committee were reminded of the split between provision:

- 16-18 represents circa £16 million
- Adult AEB represents circa £6.5 million
- Apprenticeship provision is between £4 or £5 million
- HE provision is between £2-3 million

The Committee acknowledged that apprenticeship provision is not where the College would want it be and that it represents one ninth of provision. This therefore means that there are many more students who have been served well by the college than not, with the positives outweighing the negatives. The Committee felt that, in particular the out of area learners and employers, were the ones who had not received the right level of service from the College and it was noted that this is an area of provision which is in run off.

Interim FD April 2019

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The interim Principal advised that the College does have a body of work to do to restore confidence locally. There is important work to be done to rebuild employer confidence and improve basic customer service. He indicated that generally it is employers that are dissatisfied rather than learners.

In considering the report presented, the committee challenged whether it was balanced in terms of the negatives as well as the positives. Their view is that the cost base in 17/18 was higher than it should have been and that this should be reflected. They felt that it was important to acknowledge areas where the College may not be able to confidently put forward evidence of value for money. The Committee requested that the report include areas for improvement, including:

- Customer care
- Staff to income ratios
- A challenge going forward will be to maintain the level of performance/quality but with a reduced cost base
- They suggested that the report includes the impact that the college has had on the local economy and specifically if a value can be placed on this
- Also to be considered is public benefit and social impact (Louise Tweedie from RSM advised that she would be able to provide some evidence to support a proposition in this area)

As an overall challenge the committee reiterated that they wanted to see more balance.

- They felt that the College could use non-teaching funding more maturely
- They would like to see a summary of what the College is doing to address the negatives and in particular the actions taken already
- They would like the strengths to be summarised but also areas for improvement. To be referenced are the last Ofsted statements regarding strengths and weaknesses.

It was agreed that the Clerk to the Corporation would update the document to include key strengths, areas for improvement and actions. The updated document to be provided to the Committee Chair for approval and finalisation.

Clerk to corporation

March. 2019

AGREED:

- a) To note the content of the draft report provided
- b) Request that the Clerk update further to give a more balanced view.

11 AUDIT COMMITTEE DRAFT ANNUAL REPORT FOR 2017/18

The Committee considered the draft report and made the observation that it was 'a little too positive'. They felt that it was important to make

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reference to the management override of controls and also the failure in terms of monitoring and managing apprenticeship provision. They felt that it was important that the annual report be realistic and reflective and summarise what led to the breakdown of assurance. Their view was that in 17/18 the governance arrangements were insufficient to mitigate the risks and that, whilst actions have been put in place to address this for 18/19, it is important to acknowledge this. They felt that at Committee and Board level there was a lack of information provided by the management team on a timely basis. They discussed the significant changes made to the makeup of the Board in terms of experience and qualifications, they felt that it was important to articulate the steps taken and the changes. The Clerk was requested to update and then share with the Committee Chair for finalisation prior to submission to the Board on 25th February 2019.

Clerk

Feb 2019

As part of the annual review cycle the Committee were asked to consider two questionnaires completed:

- a) Regularity Audit Self-Assessment Questionnaire
- b) Enquiries TCWG form

In terms of the former, the committee was given assurance that there is the evidence in place behind the statements made. The interim Director confirmed confidence in the completeness and accuracy of the Financial Statements which have been subject to KPMG audit. A challenge from the Committee was how Governors are provided with in year assurance. They indicated that going forward they would expect to see certain items reported in year, for example any ex gratia payments considered and/or awarded. A challenge from the Committee was to include an exceptions report going forward for 18/19 and beyond, this is to capture anything in year that would generally be reportable as part of the regularity self-assessment questionnaire.

Interim FD

The Committee made reference to the statement made on page 15 in relation to project appraisal and monitoring and the College response being 'in so far as it can be established', a challenge from the Committee is that more assurance would be expected than this statement implies. They questioned and challenged who has major oversight of projects. They felt that the statement 'in so far as it can be established' needs to be revisited with a much stronger level of assurance provided. The interim Principal advised that financial recovery is the only project currently underway. Other than this the college does have opportunities to put in funding bids for example SCIF. In terms of estate project management it was confirmed that these have, in the past, been reported on in detail at both the Finance Committee and Board.

The Committee relied upon assurances provided by staff that the statements made in the Regularity Self-Assessment Questionnaire were accurate and, on that basis, they were content to recommend

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that the Board approve.

AGREED:

- a) To note the content of the draft Annual Audit Committee report for 2017/18 and request that the Clerk update in line with comments made at the meeting, and
- b) Approve the content of the enquiries TCWG form
- c) Recommend that the Board approve the Regularity Self-Assessment Questionnaire as presented (save for the strengthening of the assurance referred to on page 15).

12 COLLEGE RISK REGISTER 2018/19

The Vice Principal introduced this item and specifically drew members' attention to progress made in terms of risk mitigation.

- Whilst good progress has been made in the phase 1 staffing reductions, with the College on target to meet savings of £2.7m, the risk remains as moderate until the college has fully completed phase 2 reductions (risk 1). Similarly the college is on target to meet the planned costs of phase 1 restructure (risk 3). Probability and impact scores respectively have been reduced to reflect this. This is still an amber RAG-rating.
- Risks related to the college being able to secure a 0% pay award (risk 4) have been fully mitigated and it is proposed that this is removed from the register for this year. Pay policy will need to be reviewed in future years and as such this will be revisited for the register in 19/20.
- Similarly, risk 5 has been fully mitigated in that there is no indication of increases to LGPS and NI rates for this year. As such it is proposed that the risk be removed from the register for this year.
- The repricing or withdrawal of bank loan facility (risk 7) probability score has been reduced to 2 as a result of positive and ongoing negotiations with the bank. However this remains a moderate risk for the immediate future, albeit that it is likely to reduce even further as the year progresses.
- The repricing of EFS (risk 8) has been fully mitigated as a result of discussions and verbal confirmation from the ESFA. It is proposed that this risk be deleted from the register as soon as written confirmation is received. It was confirmed that draft heads of term have now been received and there is no reference to interest being payable.
- Whilst the college has experienced a turbulent time in relation to its reputation (risk 13) as yet this does not seem to have impacted on the college application numbers. As such the impact score has been slightly reduced, however the college does have a job of work to do in terms of re-engagement and reputation building and as such this risk remains significant.

She advised that all other risks remain at the same level of significance

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to that reported in December. Work is nearing completion on the audit of apprenticeship income (risk 2) and as such the full financial impact will be known in the next week, this may impact on the significance of the risk moving forward. The College has now received confirmation from OFS that the College is on the register (risk 9). Whilst there are some conditions attached to this decision this is a very positive step. It was confirmed that a copy of the conditions would be shared with the governors.

Vice Principal Feb. 2019

In general discussion the interim Principal made reference to the fact that the College will have to apply to go on to the register of training providers (ROTAP). This is a risk that needs to be added to the risk register. There was a view that risk 11 could to be broadened out to incorporate this specific element. The risk will be heightened if the College is subject to an Ofsted inspection regarding its apprenticeship provision. The Committee felt that it was important to assess the financial implications risk. It was confirmed that the College does have all of the 18/19 academic year within which to reapply so the timing of the application needs to be carefully considered.

In discussing the changes proposed to the register the Committee felt that items should not be removed in their entirety but that, instead there should be an extra section added (and potentially shaded) to show items that have been fully mitigated within the year. The Vice Principal confirmed that this Committee and the Board will receive a Risk Management Annual Report at the end of each year.

AGREED:

A, to note the content of the update provided, and

B, Approve amendments to the Risk Register as proposed.

13 GDPR REPORT

The Director of IT and Estates introduced this item and confirmed that, as an organisation that processes large amounts of personal data, the college is required to have a data protection officer (DPO). The current DPO will be leaving the organisation in February 2019 and the college has now commissioned the 'DPO Centre limited' to act as its official DPO. This company was appointed through a tender process and already supports several other Further Education colleges in this role. The DPO Centre will perform a gap analysis in the week commencing 18th February 2019, followed by a mixture of offsite phone/email support and limited onsite support.

In terms of data protection reporting

- Data breaches there have been no reportable data breaches in 2018
- There have been 2 incidents recorded as near misses where data was not lost but poor data disposal practices could have resulted in a data breach. Both incidents involved personal

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data being disposed of in standard recycling waste rather than via the college shredding procedures. Following these incidents a review of confidential waste disposal has taken place and an alternative method for disposal has been introduced from January 2019. The College now supports large locked shredded containers around the DR site. Staff are now asked to dispose of all personal data in these containers which are emptied by a professional shredding company. The company provides a secure documented process for the destruction of confidential waste.

 Subject access requests – there have been four subject access requests in relation to 17/18, three of which were dealt with within the required 30 day period. One was not processed within 30 days due to an IT fault.

AGREED: to note the content of the update provided.

14 REGISTER COMPLIANCE – 2018/19 IN YEAR POSITION

The Committee considered the detailed report and noted that there was good progress made in some areas, however the percentage of registers not marked in session has increased by 2% to 47%, with 30% being marked not on the same day as the class has taken place, an increase of 1% since last report. It was explained that additional IT has been put in areas to try and mitigate this position, for example in the dance studio, however this does remain an area for improvement. It is believed that there may be some timing issues that influence register compliance, however all agreed that this was not something that could be ignored.

A challenge from the Committee was whether or not register compliance is linked to performance management. It was confirmed that it is, however, there is a non-compliance issue and culture to address. The Committee agreed that there was a need to better understand why staff are not complying. The worry is that some registers are taken the following day and that this may impact upon accuracy. The interim Principal expressed the view there was a lack of a compliance culture at college and there is a need to look at whether or not the college is setting rules that cannot be complied with. The Committee felt that it was important for staff to clearly understand the link between registers and the college's finances and the individual contribution that needs to be made to ensure college viability. The Committee indicated that for the next meeting they would wish to see an improvement plan presented. They would also wish to see a clearer articulation of the level of risks attached to registers not being marked as required by the college.

Gavin Peake April 2019

AGREED: to note the content of the update provided.

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There were no items of additional business.

16 <u>DATE AND TIME OF NEXT MEETING</u>

The Clerk reminded that the next meeting was the joint meeting with the Finance, Resources and Estates Committee scheduled for 13^{th} February 2019, the focus of this meeting is predominantly the 17/18 accounts. The next scheduled meeting for the Audit Committee is 4^{th} April 2019.

17 <u>CONFIDENTIAL ITEMS</u>

It was agreed to record confidential items separately.

Meeting closed at 8pm

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