



# Swansea University Prifysgol Abertawe

## CORPORATE GOVERNANCE AND STATEMENT OF INTERNAL CONTROL

The University conducts its activities in accordance with both the Committee of University Chairs (CUC) Higher Education Code of Governance and Higher Education Senior Staff Remuneration Code, and in accordance with the Nolan principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership).

The University is committed to the highest standards of openness, probity and accountability, conducts its affairs in a responsible manner and has in place a Whistleblowing (Public Interest Disclosure) Policy to enable staff, students and other members of the University to raise concerns that are in the public interest.

### Constitution and Powers

The University is an independent corporation, whose legal status derives from a Royal Charter originally granted in 1920. Its objects, powers and framework of governance are set out in its current Charter ('the Supplemental Charter'), approved by the Privy Council in 2007, and its supporting Statutes, the latest amendments to which were

approved by the Privy Council in 2021. The University registered as a charity in October 2010 (1138342).

The Charter and Statutes require the University to have three separate bodies (Council, Senate, and Court), each with clearly defined functions and responsibilities, to oversee and manage its activities:

### Council

The Council, which is established by the University's Charter, is the governing body and thus the supreme authority of the University, which means that it is ultimately accountable for the conduct and activity of the University and its representatives. The Council's membership, powers and duties are set out in Statute 5, which is available on the University's website. The Council is responsible for determining the strategic direction of the University, and for the finance, estates, investments and general business of the University.

The Council meets at least four times a year and exercises its responsibilities through the executive management and standing committees set out below. During 2021/22, the Council held seven meetings, including three special meetings, that focused on governance, financial and regulatory matters. Five of the meetings were held in person, one was held as a hybrid meeting, and one of the special meetings was held remotely. The Council received reports on the University's response to the Covid pandemic.

The Council comprises independent (described as lay), staff and student members appointed in accordance with the Statutes and Ordinances of the University. The membership of the Council shall not exceed 19 and the majority of Council members are non-executive lay members who are not members of staff or registered students of the University. The Council is committed to promoting equality and diversity and vacancies for lay members are advertised externally, with expressions of interest particularly welcome from under-represented groups. Applications are considered by the Governance and Nominations Committee and matched against the current skills

and experience matrix. None of the lay members receives any payment, apart from the reimbursement of expenses, for the work they do for the University. Lay members of Council serve for a period of four years but may be re-appointed for one further period of four years.

The University's governing documents currently define lay members as not members of staff or registered students of the University. The University is reviewing its institutional practices in light of the Guide on Independence for Lay Members developed and agreed by the Welsh Secretaries and Clerks in June 2020. This Guide was in response to the independent review of governance in Wales, led by Gillian Camm (the Camm Review), published in February 2020.

Council members are required to make a declaration of interest on their appointment to Council, to review their declaration at least annually, and to update their declaration whenever there is a change. Declarations are reviewed by both the Chair and the Secretary of Council, in accordance with the University's Declaration of Interest Policy and procedure, to ensure there are no potential or perceived conflicts, or, if there are, to ensure they are dealt with appropriately. The Secretary to Council also maintains a register of interests for all members of Council, which is reviewed annually by the Governance and Nominations Committee. At the start of Council and Council Committee meetings, all members are asked to identify any specific items on which a declared interests may have a bearing and, if required, members do not take part in the relevant discussion or decision, and/or may leave the meeting at the appropriate point.



Any declarations identified and member's participation in specific items is recorded in the minutes of the meeting. The Council has adopted the role description for the Secretary to Council, developed in response to the Camm Review, which contains a clear statement of the Secretary's accountability for highlighting issues of independence or conflict to the Chair.

Members of the University's Council who served during the year ending 31st July 2022 and up to the Council meeting at which the financial statements were signed are listed below. Attendance at Council meetings (expressed as the number of Council meetings attended out of a total of meetings the member was due to attend) is provided below.

As the University is a registered charity Council also acts as the Board of Trustees and members of Council are also Charity Trustees.

Council Member	Category	Risk management
Mr Bleddyn Phillips, Pro-Chancellor and Chair of Council (until 12th December 2023)	Lay	7/7
Sir Roderick Evans, Pro-Chancellor (until 31st March 2025)	Lay	4/7
Mr Goi Ashmore, Treasurer (until 31st July 2024)	Lay	7/7
Professor Paul Boyle, Vice-Chancellor (until 25th July 2024)	Staff	7/7
Dr Kerry Beynon, Co-opted member (until 3rd February 2024)	Lay	7/7
Professor Edward David, Co-opted member (until 3rd February 2024)	Lay	6/7
Professor Kathryn Monk, Co-opted member (until 26th January 2026)	Lay	6/7
Dr Angus Muirhead, Co-opted member (until 20th March 2024)	Lay	6/7
Ms Elin Rhys, Co-opted member (until 3rd February 2024)	Lay	4/7
Ms Anne Tutt, Co-opted member (until 5th July 2024)	Lay	7/7
Mrs Marcia Sinfield, Co-opted member (until 30th November 2024)	Lay	7/7
Professor Keshav Singhal, Co-opted member (until 30th November 2024)	Lay	2/7
Professor Nuria Lorenzo-Dus, Appointed by Senate (until 4th December 2022)	Staff	5/7
Dr Sian Rees, Appointed by Senate (until 4th April 2022)	Staff	3/4
Professor Sue Jordan, Appointed by Staff (until 26th September 2023)	Staff	7/7
Mr Heath Davies, Appointed by Staff (from 10th February 2022)	Staff	2/4
Ms Katie Phillips, President of Students' Union (until 30th June 2022)	Student	6/6
Ms Liza Leibowitz, Students' Union (until 30th June 2022)	Student	5/6
Ms Esyllt Rosser, President of Students' Union (from 1st July 2022)	Student	1/1
Mr Jonathan Davies, Students' Union (from 1st July 2022)	Student	0/1

## CUC Higher Education Code of Governance

The University is committed to high standards of corporate governance and to continuously improving its governance in line with best practice within the higher education sector. The University's governance structure has been developed to align with the principles and practices set out in CUC Higher Education Code of Governance. The Council commissioned an External Effectiveness Review in 2019, which was undertaken by James O'Kane, former Registrar and Chief Operating Officer of Queen's University Belfast. This External Review concluded that the Council was discharging its duties appropriately and

effectively as the governing body of the University. A number of recommendations were identified and have been implemented to ensure the Council continues to, and enhances its alignment with the Code, and to ensure a fit-for-purpose Council. The next independent review of governance effectiveness is scheduled to be conducted during the 2022/23 academic year. In respect of the year ended 31st July 2022, the Council can report that there was no primary element of the Code of Governance with which the University's procedures was not consistent.

## Review of Governance of the Universities in Wales

The Council formally adopted the Governance Charter for Universities in Wales and Commitment to Action published in September 2020 in response to the Camm Review and is committed to implementing the recommendations many of which align with recommendations arising from the Council's own External Effectiveness Review. Building on the progress made in the previous year, key developments in 2021/22 included:

- in relation to understanding culture, significant steps have been taken to enhance a positive organisation culture including through updating recruitment processes, developing a Strategic Vision and Purpose Plan which places people, values, culture and behaviour at its heart, enhancing staff engagement, and embedding Leadership roles which set a leadership culture that is inclusive and demonstrably aligns to the University's culture, behaviours and values. The Senior Leadership Team has established a new People and Culture Committee and has undertaken a staff workload survey and developed a response plan, which has introduced immediate actions and which identifies key tasks to be undertaken, and has committed to providing quarterly updates on progress;
- in relation to stakeholder engagement, the University has continued to engage with its key stakeholders through weekly engagement meetings between the Trade Unions and the Executive, regular external meetings with the Local Authorities and Health Boards, and monthly informal meetings between the Chair of Council and the Trade Unions and also the Students' Union's Full-Time Officers. A review of the terms of reference of the Staff Consultative Committee in consultation with the Trade Unions has also been undertaken and proposals for a new Committee and a forum for Council Engagement with the Trade Unions are being considered. In coming months, the Council will be reviewing its practices in light of the good practice guide on stakeholder engagement published over the summer of 2022 in response to the Camm Review;

- in relation to ensuring effective strategic oversight, following Council's approval of the University's Strategic Vision and Purpose document, the University has continued to review and update its strategies and has developed institution-wide KPIs to enable Council to more effectively scrutinise and monitor performance against the different strategies. The Council and the Senior Leadership Team have completed reviews of the operation, composition and terms of reference of their Committees, with reference to regulatory requirements and best practice, to enable effective oversight of strategic development. A Senate Effectiveness Review including a review of Senate committees has also been undertaken and a report was considered by Senate in June 2022;
- in relation to succession planning, the Governance and Nominations Committee which has oversight for succession planning will be reviewing the University's approach to Council member succession planning and putting succession planning arrangements in place;
- in relation to diversity and inclusivity, the Council is committed to promoting equality and diversity and vacancies for lay members are advertised externally, with expressions of interest particularly welcome from under-represented groups. As part of the Welsh secretaries and clerks governance equality, diversity and inclusion project in response to Camm, Council members have held discussions to inform the creation of a bespoke governance and diversity action plan, and will be reviewing its practices in the light of the publication of the project report and the Advance HE Higher Education Board Diversity and Inclusion Toolkit which has been shared with members of the Governance and Nominations Committee;
- in relation to risk management, the University continues to develop its risk management policy introduced in 2020 and the risk register is regularly reviewed by the Audit, Assurance and Risk Committee which has oversight of Internal Audit and risk management. The Finance and Strategy Committee receives the risk register and updates on relevant risks regularly, and the risk register and appropriate reports and recommendations are presented to the Council;

- in relation to whistleblowing, the University is committed to the highest standards of openness, probity and accountability, and seeks to conduct its affairs in a responsible manner. The Council has approved a new Whistleblowing (Public Interest Disclosure) policy, which is available to all staff on the University's website, which ensures that concerns made in good faith are dealt with robustly and fairly, and that members raising such concerns are not subject to any form of victimisation. A number of Harassment and Whistleblowing Advisors have been identified as points of contact for anyone wishing to raise concerns under the policy and e-learning is available to all Line Managers to support the updated policy;

- in relation to governor development, the Council, through its Governance and Nominations Committee, has in place a structured induction process to support all new Council members, as well as ongoing internal and external training and support for serving members, to ensure that all members are able to make a valuable contribution. The Committee continuously reviews this support and will also review its institutional practices in light of the work being undertaken by the sector in Wales around recruitment and induction and with reference to the governor development resources and information "hub" being developed by HEFCW.

## Senate

The Senate, which is established by the University's Charter, is the academic authority of the University and draws its membership entirely from the academic staff and students of the institution. The Senate's membership, powers and duties are set out in Ordinance 4, which is available on the University's website. It is chaired by the Vice-Chancellor and its membership also includes the Provost, the Pro-Vice-Chancellors, Pro-Vice-Chancellors/Executive Deans, all professorial staff, Chairs and Deputy Chairs of the Boards of the Learning and Teaching Quality Committee and the Faculty Associate Deans, fourteen elected non-professorial staff representatives and eight students appointed by the Students' Union. The Senate normally meets four times each year. During the 2021/22 academic session, the Senate held four meetings of which three were held remotely and one as a hybrid. The business focused on the University's continued response to Covid, the University's quality assurance processes and

framework and the Annual Quality Assurance Statement to Council, the Fee and Access Plan, the Senate Effectiveness Review, the University's performance in league tables and rankings including NSS and REF, and internal Student Experience Surveys, enhancements in learning and teaching facilities, the new Student Experience and Welsh Language and Culture Strategies, new research policies and research grants and awards, recruitment and admissions, and updates on policy and sector landscape issues. Senate has established five committees to assist it in discharging its responsibilities: Learning and Teaching Quality, Recruitment and Admissions, Research, Innovation and Impact, Research Integrity, Ethics and Governance, and Welsh Language Strategy. During the year, Senate undertook a Senate Effectiveness Review and will be considering how to take forward the issues identified by the review during the next academic session.

## Court

The Court, which is established by the University's Charter, is a large, mainly formal body which serves as a forum for the engagement of the wider community with the University. The Court's membership, powers and duties are set out in Ordinance 6, which is available on the University's website. The Court is chaired by the University's Chancellor and most of its members are from outside the University, representing the local community and other designated bodies with

an interest in the work of the University. The membership also includes members of the Council, representatives of the staff of the University (both academic and non-academic) and the student body. The Court ordinarily meets once a year to receive the University's annual report and audited financial statements of the University. The Court last met on 4th October 2022.

## Accountable Officer

The Vice-Chancellor is the chief executive and principal academic and administrative officer of the University and has a general responsibility to the Council for maintaining and promoting the efficiency and good order of the University. Under the terms of the formal financial memorandum between the University and HEFCW,

the Vice-Chancellor is the accountable officer of the University and in that capacity may be required to appear before the Public Accounts and Public Administration Committee of the Senedd Cymru alongside the Chief Executive of HEFCW.

## Executive Team

As Chief Executive of the University, the Vice-Chancellor has responsibility for the development of institutional strategy, the identification and planning of new developments, and the shaping of the institutional ethos. Members of the Senior Leadership Team and the Directors of Professional Services all contribute in various ways to these aspects of the work, but ultimate authority rests with the Council. The membership of the Senior Leadership Team, which is chaired by the Vice-Chancellor, includes the Provost, Registrar and Chief

Operating Officer, the Pro-Vice-Chancellors, Pro-Vice-Chancellors / Executive Deans, and the Chief Financial Officer. The Senior Leadership Team meets weekly and considers strategic and operational matters. During the year, the Senior Leadership Team has reviewed its committees and has established a number of new Strategy Groups to sit alongside existing groups to assist it in discharging its responsibilities.

## Committees

The Council has established four governance committees, at which much of its detailed work is initially handled: Audit, Assurance and Risk Committee; Finance and Strategy Committee; Governance and Nominations Committee; and Remuneration Committee. All of these committees are chaired by lay members of Council and have a majority of lay members. Senior officers of the University attend meetings as necessary. All Committees report their decisions to

Council, and are formally constituted, with their own terms of reference and membership approved by the Council on the recommendation of the Governance and Nominations Committee. The role of the Secretary to Council is defined in the University's Ordinances and the Secretary to Council also acts as the Secretary to most of the Committees of Council.

## Audit, Assurance and Risk Committee

The Audit, Risk and Assurance Committee is responsible for advising and assisting Council in respect of the entire assurance and control environment of the University. Its key responsibilities are to ensure that the University complies with statutory, University and external regulatory requirements in relation to both its financial and non-financial activities and in respect of the issues within its terms of reference, and the Committee has the authority to make recommendations to the University, its organisational units and its members.

The Committee is chaired by a lay member of Council. All members of the Committee and its Chair are appointed by Council on the

recommendation of the Governance and Nominations Committee. All members are independent of the University's management, although senior executives attend meetings as necessary, and, in line with HEFCW's Financial Management Code, there is no cross representation between the Audit, Assurance and Risk Committee and the Finance and Strategy Committee. Members of the Committee who served during the year ending 31st July 2022 and up to the Council meeting at which the financial statements were signed are listed below. Attendance at Committee meetings (expressed as the number of Committee meetings attended out of a total of meetings the member was due to attend) is provided below.

Committee Member	Category	Risk management
Dr Kerry Beynon, Co-opted member and Chair of the Committee	Lay	4/4
Mrs Navjot Kalra, Co-opted lay member (until December 2021)	Lay	2/2
Professor Kathryn Monk, Co-opted member of Council	Lay	4/4
Mrs Marcia Sinfield, Co-opted member of Council (from November 2021)	Lay	3/3
Ms Anne Tutt, Co-opted member of Council	Lay	4/4
Mrs Alison Vickers, Co-opted lay member	Lay	4/4

During 2021/22, the Committee held four meetings. The Committee's business focused on discussing with the External Auditors the nature and scope of the audit and agreeing an annual Audit Plan; advising Council on the appointment of new External Auditors; reviewing the Internal Auditors' audit strategy and the introduction of a new Internal Audit Governance Framework to ensure the optimal effectiveness of the Internal Audit Service; approving the internal audit plan, receiving reports on its implementation, and monitoring the implementation of agreed audit-based recommendations; reviewing the effectiveness of the risk management arrangements and the risk register, and receiving regular reports on key risks; reviewing the External Auditors' management letter, the Internal Auditors' annual report, and the

management responses; overseeing the University's policies related to ethical and other behaviours, including reviewing the University's Whistleblowing (Public Interest Disclosure) Policy and overseeing the implementation of the updated Policy, and reviewing proposals for a review of the University's counter-fraud policies and processes; meeting regularly with the External Auditors, the Head of Internal Audit, the Registrar and Chief Operating Officer and the Chief Financial Officer to provide an opportunity for them to discuss any matters; and approving an Annual Report to Council.

## Finance and Strategy Committee

The Finance and Strategy Committee has oversight of and monitors the financial health of the University on behalf of the Council. Its key responsibilities are (i) to ensure the medium and long-term financial sustainability of the University through regular reviews of the University's financial position, (ii) to ensure the University operates a robust system of internal financial control, (iii) to monitor financial performance and compliance, (iv) to have financial oversight of all relevant strategies and (v) to play a critical role in applying test and challenge to all financial decisions. The Committee advises and makes recommendations to Council in respect of all financial matters.

The Committee is chaired by the University Treasurer. All lay members of the Committee and its Chair are appointed by Council on the recommendation of the Governance and Nominations Committee. In line with HEFCW's Financial Management Code, there is no cross representation between the Audit, Assurance and Risk Committee and the Finance and Strategy Committee. Members of the Committee who served during the year ending 31st July 2022 and up to the Council meeting at which the financial statements were signed are listed below. Attendance at Committee meetings (expressed as the number of Committee meetings attended out of a total of meetings the member was due to attend) is provided below.

Committee Member	Category	Attendance
Mr Goi Ashmore, Treasurer and Chair of the Committee	Lay	5/5
Ms Amerjit Barrett, Co-opted lay member (until May 2022)	Lay	3/4
Professor Paul Boyle, Vice-Chancellor	Staff	5/5
Professor Edward David, Co-opted member of Council	Lay	5/5
Dr Angus Muirhead, Co-opted member of Council	Lay	5/5
Mr Bleddyn Phillips, Pro-Chancellor and Chair of Council	Lay	4/5
Mr Steve Smith, Co-opted lay member	Lay	4/5
Professor Steve Wilks, Provost (until November 2021)	Staff	2/2

The Committee normally meets six times a year. During 2021/22, the Committee held five meetings. The Committee's business focused on reviewing and recommending to Council the University's financial forecasts, business cases for regional and global partnerships and the digital foundations project, a Schedule of Financial Limits, and changes to its terms of reference; and reviewing reports on University's

financial sustainability the management of key financial risks business planning processes, strategic investment priorities and opportunities, pensions, the operational plans and financial forecasts of the University's subsidiaries, the Student Accommodation Strategy and residential rents, the Students' Union's accounts, and TRAC.

## Governance and Nominations Committee

The Governance and Nominations Committee reviews and advises Council on the University's governance arrangements, ensuring that the University pursues good practice and complies with external governance requirements. Its key responsibilities are (i) to ensure compliance with external governance requirements, (ii) to review the membership of Council and its Committees ensuring it has the necessary balance of skills and experience to enable it to fulfil its responsibilities, (iii) to review and make recommendations on changes

to the University's governing documents, (iv) to review, advise and make recommendations on the recruitment and appointment of lay members of Council and its Committees, (v) to review, advise and make recommendations on succession planning, (vi) to oversee the induction, development and appraisal of Council members, (vii) to review Council's Register of Interests and ensure a robust process is in place to identify any potential conflicts of interest and (viii) to review the diversity of Council and its Committees.

Committee Member	Category	Attendance
Mr Bleddyn Phillips, Pro-Chancellor, Chair of Council and Chair of the Committee	Lay	3/3
Professor Paul Boyle, Vice-Chancellor	Staff	3/3
Sir Roderick Evans, Pro-Chancellor	Lay	2/3
Professor Elwen Evans KC, Appointed by Senate	Staff	2/3
Professor Ryan Murphy, Appointed by Senate	Staff	2/3
Ms Katie Phillips, President of Students' Union	Student	2/3
Ms Elin Rhys, Co-opted member of Council	Lay	2/3
Professor Keshav Singhal, Co-opted member of Council	Lay	2/3
Ms Anne Tutt, Co-opted member of Council	Lay	3/3

The Committee normally meets four times a year. During 2021/22, the Committee held three meetings, including one special meeting. The Committee's business focussed on reviewing and recommending to Council changes to the membership of Council and Council Committees with reference to the skills and experience matrix, the terms of reference of Council Committees, and the key responsibilities of members of Council and the Statement of Primary Responsibilities of Council; recommending to Council the re-appointment of the Chancellor, and a new Chair of the Students' Union's Audit Committee; recommending to Council proposals for the next Independent

Governance Effectiveness Review; reviewing its annual cycle of business, the arrangements for reviewing the effectiveness of Council Committees, and the appraisals process for the Chair of Council, the Chairs of Council Committee, and the Vice-Chancellor; receiving reports on the Advance HE Higher Education Board Diversity and Inclusion Toolkit and the implementation of the recommendations from the External Effectiveness of Council and the Camm Review.

## Remuneration Committee

The Remuneration Committee is aligned with the CUC Higher Education Senior Staff Remuneration Code and publishes an annual report which is available on the University website. The Committee is responsible for determining the reward strategy of the University and the remuneration of the most senior staff of the University including the Vice-Chancellor. Its key responsibilities are (i) to develop an overall reward strategy and policy for senior employees of the University, (ii) to review and determine the remuneration, benefits and conditions of employment of the Senior Leadership Team taking account of affordability, comparative information on remuneration, benefits and conditions of employment in the university sector and elsewhere as appropriate, (iii) to agree an annual framework of work and (iv) to

review and report to Council on progress through its annual report which is transparent and meets the requirements of good governance.

The Committee is chaired by a lay member of Council. All members of the Committee and its Chair are appointed by Council on the recommendation of the Governance and Nominations Committee. All members are independent of the University, although senior executives attend meetings as necessary. Members of the Committee who served during the year ending 31st July 2022 and up to the Council meeting at which the financial statements were signed are listed below. Attendance at Committee meetings (expressed as the number of Committee meetings attended out of a total of meetings the member was due to attend) is provided below.

Committee Member	Category	Attendance
Dr Angus Muirhead, Co-opted member and Chair of the Committee	Lay	7/7
Professor Edward David, Co-opted member of Council	Lay	7/7
Sir Roderick Evans, Pro-Chancellor	Lay	7/7
Professor Kathryn Monk, Co-opted member of Council	Lay	5/7
Mr Bleddyn Phillips, Pro-Chancellor and Chair of Council	Lay	7/7
Ms Elin Rhys, Co-opted member of Council	Lay	5/7

During 2021/22, the Committee held seven meetings, including three special meetings. The Committee's business focussed on reviewing and determining proposed remuneration offers; reviewing and determining the remuneration, benefits and conditions of employment of new members of the Senior Leadership Team and Director positions; the Remuneration process 2022/23; approving the cost of living award of a 1.5% salary increase for the Vice-Chancellor and noting for all other colleagues in accordance with the salary increase which was applied to colleagues on the 51 point scale, following 2021/22 pay negotiations conducted by UCEA on behalf of HEIs; reviewing and

reporting on progress by providing an annual report for Council which is transparent, aligned with the recommendations of the Higher Education Senior Staff Remuneration Code and meets the requirements of good governance; noting promotions via the Retention of Exceptional Talent procedure; and being actively involved in, and responsible for, the decision process for any severance arrangements for grade 11 employees.

## Statement of Internal Control

The Council is responsible for ensuring there is a sound system of internal control to support the achievement of the University's aims, strategic objectives and policies, while safeguarding the public and other funds and assets for which it is responsible. The system of internal control is risk based and designed to manage, rather than eliminate the risk of failure to achieve strategic objectives and as such, the system provides reasonable, but not absolute, assurance against material misstatement or loss. Council acts in accordance with the responsibilities assigned to it in the University's Charter and Statutes, and the regulatory framework in which the University operates.

The key elements of the University's system of risk identification and effective risk management include the following:

- linking the identification and management of risk to the achievement of institutional objectives through an on-going annual planning process;
- all risks, including governance, management, quality, reputational and financial are included within the University's Risk Register, which is managed and maintained by the University's Senior Leadership Team through a clearly articulated policy and approach. The Risk Register produces a balanced portfolio of risk exposure which focuses on the most important key risks;
- evaluating the likelihood and impact of risks becoming a reality as part of that same process and establishing mitigating controls;
- having review procedures that cover business, operational, compliance and financial risk;
- embedding risk assessment and internal control processes in the ongoing operations of all units;
- reporting regularly to the Audit, Assurance and Risk Committee, and then to Council, on internal control and risk;

- the Audit, Assurance and Risk Committee receives regular reports from internal audit and the internal audit and strategy plan is approved by the Audit, Assurance and Risk Committee;
- reporting annually to Council the principal results of risk identification, evaluation and management review;
- regular monitoring and review of the effectiveness of the internal control system processes and procedures is informed by the University's professional Internal Auditors giving rise to monitored action where necessary and appropriate.

The University's Senior Leadership Team has formal processes in place for evaluating and managing significant risks faced by the institution on an on-going basis. This involves identification of the types of risks through a top down and bottom up at both corporate and departmental level, which are prioritised in terms of potential impact and likelihood of occurrence in accordance with an established and risk management policy.

Risks are monitored along with the associated controls and risk mitigation actions on an on-going basis by the Senior Leadership Team. The Audit, Assurance and Risk Committee receives the risk register and an update on risk at each of its meetings, the Finance and Strategy Committee receives the risk register and updates on relevant risks regularly, and appropriate reports and recommendations and the risk register are presented to the Council.

The University has a process for dealing with significant control issues, which involves immediate notification to the Chair of Council, Chairs of the Audit, Assurance and Risk Committee and the Finance and Strategy Committee and necessary senior staff, along with notification to HEFCW and the Charity Commission and any other relevant authority as appropriate depending on the nature of the issue.