



Matters Arising

Outcome requested:	Audit and Risk Committee is asked to note the matters arising from the minutes of the meeting held on 17 September 2025.
Executive Summary:	N/A
QMUL Strategy: strategic aim reference and sub-strategies	The effective management of the Queen Mary's governance arrangements underpins the ability to achieve the strategic aims.
Internal/External regulatory/statutory reference points:	N/A
Strategic Risks:	N/A
Equality Impact Assessment:	Not required
Subject to prior and onward consideration by:	Considered by the Committee only.
Confidential paper under FOIA/DPA	No
Timing:	N/A
Author:	Nadine Lewycky, Head of Secretariat
Date:	29 October 2025
Senior Management/External Sponsor:	Peter Thompson, Chair of Audit and Risk Committee

Actions from the meeting on 17 September 2025

Minute no.	Action	Person responsible	Progress
2025.002[e]	<p>Strategic risks and KPIs [ARC25/02] <i>Graduate outcomes</i> The Committee asked whether the graduate outcomes indicator on its own was the best tool to manage risk, given the time lag in the data and rapid changes that were expected in the job market because of the use of AI. The Graduate Outcomes Survey remained an important sector wide indicator, but the executive agreed to consider measures that could usefully be used alongside.</p>	Chief Financial Officer	We recognise the challenge of the time lag associated with the use of the Graduate Outcomes Survey. Additional measures are being considered as part of Priority 3 of the Education Enabling Plan work. A deep dive on employability is due at Council on 27 November when this will be further considered.
2025.002[h]	<p>Strategic risks and KPIs [ARC25/02] <i>Cyber security</i> The cyber security compliance risk was now within tolerance and consequently the frequency of reporting to the Committee going forward would be reduced. It was agreed to incorporate the dashboard with key cyber security indicators into the regular risk reporting cycle.</p>	Chief Financial Officer	We will incorporate the dashboard into the regular risk reporting cycle, with the next report due in March 2026.
2025.005[b]	<p>Progress of the 2025 external audit <i>US GAAP accounts</i> Tuition fee income from US students in the last year had grown above the threshold for producing a full set of audited US GAAP accounts. The executive had procured US legal advice and was using a US authorised partner from BDO to carry out the audit. A draft set of accounts would be ready for the end of November ahead of the filing deadline of 01 February 2026. As the filing deadline fell outside the usual year-end process, an appropriate governance process would be</p>	University Secretary	The Committee will require assurance that the US GAAP accounts have been prepared to the right quality to satisfy the US requirements. In this respect the Committee's role is closer in status to that for external data returns, rather than the University's primary set of financial statements. The controls being put in place by the executive are to contract an external specialist to help prepare the US GAAP accounts and to have the accounts audited by a US authorised audit firm. We are aware that other universities have agreed delegations to sign the letter of representation, rather than require it to be submitted to the full Committee, given that there is likely to be a tight turnaround. It is therefore proposed that the Committee delegates authority to sign the letter of representation to either

	<p>identified for engaging with the Committee outside the regular cycle of meetings. The Committee asked whether there was scope to grow US student recruitment further in the current climate. The executive saw potential to recruit students from other countries who might be looking for alternative study destinations.</p>		<p>the Accountable Officer (the President and Principal) or the Chair of Audit and Risk Committee subject to an unqualified audit.</p>
2025.006[a]	<p>Draft narrative for the financial statements [ARC25/05] The Committee commented positively on the improved focus of the section on external risks. The Committee asked whether the ordering of the first two external risks should be reversed, given that overseas student recruitment was the greater material risk, to which the executive agreed.</p>	<p>Chief Financial Officer</p>	<p>The ordering of the risks has been considered and amended in the financial statements as presented elsewhere in this agenda.</p>
2025.006[b]	<p>Draft narrative for the financial statements [ARC25/05] The Committee suggested an update to the narrative on improving efficiency in teaching and operations to reference the importance of maintaining subject breadth at the University.</p>	<p>Chief Financial Officer</p>	<p>The narrative has been updated in the financial statements as presented elsewhere in this agenda.</p>
2025.008[b]	<p>Planned internal audit reports [ARC25/07] The processes and controls relating to contractor management had been given a rating of ‘significant assurance with minor improvement opportunities’ in line with management expectations. Embedding formal KPIs at the start of the contracting process with new suppliers would be a significant improvement going forward. The Committee asked whether the timescales for implementing recommendations relating to the management of contactor meetings and performance measures were ambitious</p>	<p>Chief Financial Officer</p>	<p>The timescales for the relevant actions (4 and 5) have been reviewed and brought forward to end of March 2026 rather than end of July 2026.</p>

	<p>enough. The proposed targets reflected the time it would take for performance measures to filter through into new contracts, but the executive agreed to review this.</p>		
2025.014[c]	<p>Committee terms of reference, membership and effectiveness review [ARC25/13] The Committee agreed to recommend to Governance Committee an update to its terms of reference reflecting the frequency of reporting on legal compliance.</p>	<p>University Secretary</p>	<p>The governance process to update the Committee's terms of reference is under way.</p>