



Kashif Azeem
 TIAA Ltd
 Artillery House
 Fort Fareham
 Newgate Lane
 Fareham PO14 1AH

20 February 2026

Dear Kashif,

Internal Auditor to the Cotswolds Conservation Board (“the Board”) – Engagement Letter

Further to your recent interview, I would like to confirm your appointment as Internal Auditor to the Board for the financial year 2025/26. I have set out below the terms of your engagement. I should be grateful if you could sign and return a copy for my records.

1. Roles and responsibilities of the Board

The Board is responsible for ensuring that its financial management is adequate and effective and that it has a sound system of internal control which facilitates the effective exercise of its functions including arrangements for the management of risk.

The Board is required to undertake an adequate and effective internal audit of its accounting records and of its system of internal control in accordance with the proper practices in relation to internal control set out in the Joint Practitioners Advisory Group publication: Joint Panel on Accountability and Governance Practitioners’ Guide.

2. Roles and responsibilities of the Internal Auditor

The Internal Auditor is responsible for reviewing whether the Board’s financial management is adequate and effective, and that it has a sound system of internal control. The Internal Auditor will liaise with the Head of Finance on all assignments and will report to the Finance and Governance Committee at least once a year.

3. Audit planning

Cotswolds National Landscape Board
 The Threshing Barn
 Marsden Manor Road
 Rendcomb
 Gloucestershire
 GL7 7EU
 Chair: Brendan McCarthy | Vice Chair: Rebecca Charley

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Collaborative Planning: TIAA Ltd begin every engagement with a collaborative audit needs assessment, working closely with Head of Finance, Chief Executive Officer and the Chair of Finance & Governance Committee. This ensures the Audit Strategy is fully aligned with our risk profile, business plan, and regulatory context.

Detailed Scoping: For each audit, TIAA Ltd issue a planning memorandum at least six weeks in advance, setting out objectives, scope, key contacts, and required documentation. This maximises the productivity of the fieldwork and ensures clarity for all stakeholders.

The Board has in place a strategic audit plan covering the main governance and financial systems and this is reviewed annually. Further guidance, including a description of the minimum level of audit, is set out in the Practitioners Guide.

The Internal Auditor will carry out the audit to enable him to provide assurance to Board members and leadership, and to enable him to complete and sign off Section 4 of the Annual Return.

The programme of work for the year will be determined annually between the Head of Finance and the Internal Auditor prior to the commencement work.

4. Reporting requirements





The Internal Auditor will report to the Finance and Governance Committee at least once a year, setting out the results of work carried out during the previous twelve months. During the year, the Internal Auditor will report the provisional results of his work to the Head of Finance as he considers appropriate.

The results of Internal Audit work will be reported alongside the presentation of the Annual Return to the Board in June.

5. Independence and competence

It is essential that the Internal Audit function is sufficiently independent of other financial controls and procedures of the Board. The Internal Auditor will inform the Head of Finance or the Chief Executive immediately as he becomes aware of any conflict of interest that may adversely affect his ability to carry out the audit objectively and independently.

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The Internal Auditor will carry out the internal audit competently and in compliance with proper practice in a way that will meet the business needs of the Board.

6. Period of engagement

The Internal Auditor is appointed for a period of one year initially to cover financial year from 1 April 2025 to 31 March 2026, with potential extension subject to agreement of terms by both the Board and the Internal Auditor.

7. Remuneration

The costs to undertake this audit are as agreed by TIAA Ltd and Cotswolds Conservation Board and are set out below:

A	JPAG Audit Topics (This includes one day to review the previous audit recommendations and five days to the JPAG topics)	£3,456.00 6 days x day rate of £576
B	Strategic Planning	£2,304.00 4 days x day rate of £576 Includes developing the plan, attending and presenting at the Finance Committee and the Board and completing the AGAR Annual Return
C	Additional topics – topics and number of days are to be agreed in advance and subject to additional sign off by Head of Finance on behalf of Cotswolds Conservation Board	At day rate of £780

If you are happy with the above, please sign this engagement letter below and return it to me by email.

Name..... David Foley Position Commercial Director

Signature.....  Date 23rd April 2026

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We look forward to working with you.

Yours sincerely

Magda Glanowska
Head of Finance, Cotswolds National Landscape Board

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magda.glanowska@cotswolds-nl.org.uk



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