

Audit and Risk Committee

Report title: ARA lessons learned – progress update

Meeting date: 20 January 2026

Time required: 5 minutes

Presenter: Louise Byers

RAPID Role: Scrutinise

Publication decision: Can be published internally and externally.

Input requested

For ARC members to take assurance of the progress and status with regards to implementation of the lessons learned actions agreed following the 2024/25 external audit.

Background and summary

Following the 2024/25 external audit, a full lessons learned exercise was completed recognising what worked well and should continue, and what actions should be taken forward to 2025/26 in order to further improve the efficiency of the audit. A report was provided to ARC in October 2025.

The lessons learned report identified 13 actions, two of which have been completed. Six actions are ongoing, which as we would expect at this point in the year, and five actions are not yet due.

The appendix shows the full list of actions for reference.

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Sign off: Jen Green

List of annexes: ARA lessons learned – progress summary