

Audit and Risk Committee

Report title: ARA lessons learned – progress update

Meeting date: 18 June 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 from 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, and an update on progress was provided in January 2026 and March 2026.

The lessons learned report identified 13 actions, all of which have now been completed.

The appendix shows the full list of actions for reference.

Author: Fiona Wilcock

Sign off: Louise Byers

List of annexes: ARA lessons learned – progress summary