

## Item 06

Audit and Risk Assurance Committee  
10 June 2026

Matters Arising

The actions as agreed at the previous public meetings of the Committee are set out below. The Committee is requested to note the responses to the actions.

Action no	Date of meeting	Agenda item	Action	Lead	Date due	Response	Status
26	11 June 2025	Strategic risk deep dive: Freedom to speak up	The Governance Team to allocate sufficient time for discussion of the freedom to speak up annual report when it is presented to the Committee on a date to be confirmed.	Head of Governance	10/06/2026	This item was deferred to the June Committee meeting to enable reporting on the full financial year in alignment with external reporting requirements. Action completed.	Propose closed
29	11 June 2025	Unified assurance annual summary 2024-25	Executive Leadership Team (ELT) to consider seeking BDO insights on the new assurance map.	ELT/ Head of Assurance and Compliance	07/09/2026	This work will be taken forward with RSM LLP rather than BDO LLP. The assurance maps have been shared with RSM. Now we are approaching a full year of reporting, we will be seeking insight on the approach, and on completing the outstanding BDO recommendation. This will also be influenced by the upcoming staff changes and outcome of the Risk Management Audit. This action will remain open.	Open
39	18 September 2025	Reserves policy	The next review of the reserves policy would incorporate the Committee's feedback.	Head of Finance and Commercial	Early 2027	The next review of the reserves policy is dependent on the outcome of the fees consultation, which will provide a better idea of whether we will secure parliamentary approval for a fees increase. This action will remain open.	Open
40	18 September 2025	Reserves policy	The Committee Chair, the Executive Director of Resources and the Head of Governance would agree the timing of the next reserves policy review and the feasibility of phasing the review.	Committee Chair/Executive Director of Resources/Head of Governance	Early 2027	As above, the next review of the reserves policy is dependent on the outcome of the fees consultation, and we are therefore unable to confirm the timing of the reserves review until we are further forward with these related activities. This action will remain open.	Open
50	20 November 2025	Annual feedback and complaints report 2024-25	The Committee requested that future annual feedback and complaints reports included additional analysis of the themes for upheld complaints and also stated the number of upheld complaints alongside the total number of complaints and the monthly average in the data table, to provide context.	Head of Assurance and Compliance	September ARAC	This information will be included in the 2025/26 annual Feedback and Complaints report. This report has been deferred to September 2026.	Open
56	11 March 2026	Strategic risk register	The Head of Assurance and Compliance and the Executive Director of Resources would ensure the revised risk register clearly articulated resources risks and mitigations.	Head of Assurance and Compliance and the Executive Director of Resources		This action has been completed through the development of the new Strategic Risk 8 on financial sustainability, which is part of the overall new Strategic Risks Register.	Propose closed
57	11 March 2026	Internal audit plan 2026-27	The internal audit strategy would be revised to ensure cyber security was considered for inclusion in the 2027-28 internal audit plan.	Head of Assurance and Compliance	10/06/2026	Cyber security will be considered as a priority for the 2027-28 IA plan and the forward plan has been updated to reflect this. Action completed.	Propose closed
58	11 March 2026	Internal audit plan 2026-27	The ELT would consider the feasibility and merit of providing a written response to questions 7-9 of the NAO's good practice guide on cyber security to the Committee.	Executive Director of Corporate Affairs	September ARAC	A response is being produced and will be on the September ARAC agenda for discussion.	Open
59	11 March 2026	Internal audit plan 2026-27	The Executive would consider the feasibility of, and optimal timeline for, an internal audit into the use of AI.	Executive Director of Corporate Affairs		The contingency audit slot will be used to review our corporate complaints function, as we are building a new CRM to manage such feedback. A focus of this is to optimise the use of technology to assist in the value add from the processing of these complaints and feedback. Action completed.	Propose closed
60	11 March 2026	Internal audit recommendations tracker	The Improvement and Compliance Specialist would review the categorisation of actions status (overdue, open or closed) to seek to differentiate between recommendations that had only recently passed the original implementation deadline and those that had been deferred multiple time.	Improvement and Compliance Specialist		RSM will be managing Internal audit tracker moving forward, who will incorporate the Committee's feedback into their tracker and will proactively target the problem through providing realistic timelines in the first instance. Action completed.	Propose closed