

**MINUTES OF A MEETING OF THE LINCOLN COLLEGE AUDIT AND RISK COMMITTEE  
HELD VIA TEAMS ON MONDAY 7 OCTOBER 2025 AT 1500 HOURS**

<b>Present:</b>	Tim Godson Chris Jones Peter Price Helen Barton	Chair (on Teams) (on Teams)
<b>In Attendance:</b>	Cheryl Maxwell Jo Lynch Graham Harrison	Governance Officer Designate Chief Finance and Compliance Officer Chief Information Officer (items 9 and 11 only)
<b>Apologies:</b>	Paul Oxtoby	RSM UK Audit LLP

<b>01/25</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were received from Paul Oxtoby.
<b>02/25</b>	<b>ELIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST</b>  It was reported by the Governance Officer that notice of the meeting had been given and that a quorum was present. Accordingly, the meeting was declared open.  There were no declarations made.
<b>03/25</b>	<b>APPOINTMENT OF CHAIR AND VICE CHAIR</b>  The Governance Officer reported that as per Standing Orders, appointment of Chair and Vice Chair is required annually. CJ proposed that TG continues as Chair and this was agreed. TG proposed that PP remains as Vice Chair and again this was agreed.  TG highlighted that with regard to attendance of meetings, as Chair he would prefer members to attend, whether that be face to face or via Teams, as opposed to sending apologies wherever possible. This was duly noted.
<b>04/25</b>	<b>TERMS OF REFERENCE / CYCLE OF BUSINESS</b>  The Terms of Reference and Cycle of Business had been circulated for information and these were taken as read, noting that the amendments to the Terms of Reference were highlighted in red.  TG highlighted that under section 7 of the ToR the bottom two bullet points were nearly identical and it was agreed to merge these to read 'a responsibility and requirement for the Corporation in appointing members, to main the committee's independence and objectivity'.  The differentiation between College and Corporation within the ToRs was raised and whether these were interchangeable and it was queried if we could alter under point 1. CM to review other ToRs and decide accordingly based on what is required.  <b>The Terms of Reference were approved pending the above amendments. The Cycle of business was approved.</b>

	<p><b>Action: CM to amend ToR as noted.</b></p>
05/25	<p><b>COMMITTEE OBJECTIVE</b></p> <p>The 2024/25 objective, namely 'To help to deliver a more effective Risk Register and develop the Board Assurance Framework' was confirmed as being met, as both the Risk Register and Board Assurance Framework have moved forward and been delivered on.</p> <p>It was confirmed that CJ currently works closely with Graham Harrison on the IT Health Check risks, therefore do we amend the objective for this academic year to note that this includes works on the IT Strategy and Cyber Security.</p> <p>CJ suggested that as an alternative the objective could note that we have made strides in both the RR and BAF and that moving forward we now need to link this to the new strategy and objectives, suggesting as a committee we should be ensuring that both risk and assurance are applied to the strategy. TG confirmed that we could hold the college to account against the new strategy and this was confirmed.</p> <p>JL queried how measurable this would be as a target though, with CM highlighting that the responsibility of the objectives within the 7 underlying plans are split between various committees to be reviewed and not just overseen by A&amp;R Committee. CJ therefore stated that this objective could include that it is the responsibility of A&amp;R Committee to ensure that all relevant committees are implementing a full review of their specific objectives. It was agreed that TG and JL will take this offline and set the objective for this academic year.</p> <p><b>Action: TG and JL to meet offline to confirm the A&amp;R Committee objective for 2025/26.</b></p>
06/25	<p><b>MINUTES OF THE MEETINGS HELD ON 7 JULY 2025</b></p> <p>The minutes of the meeting held on 7 July 2025 were checked for accuracy. The minutes were agreed as a true and accurate record, once a typo in 61/24 had been undertaken, and were signed accordingly.</p> <p><b>Action: CM to amend typo.</b></p>
07/25	<p><b>MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS</b></p> <p>There were no matters arising or notifications of urgent business. The actions were reviewed as follows:</p> <p><b>Dashboard:</b> Agreed that it would be advantageous to add data to the Governor Dashboard from the rolling audit report, ie how many outstanding, how many signed off etc, to review what has changed month on month. To discuss with Graham Harrison to ascertain if this is possible.</p> <p>It was queried if any checks are undertaken when in receipt of updates on the audit risk rolling report to ensure that actions have been addressed before closing them off. As there is no formal checking mechanism currently, JL agreed to create a form whereby details can be highlighted prior to a specific action being completed from the report and proof received.</p> <p>[Peter Price joined the meeting]</p>

	<p><b>Reputational Risk:</b> TG noted that he has spoken with JL regarding whether or not this should be included as a risk on the Risk Register and it was agreed to add this as an operational risk with controls being set in place.</p> <p><b>58/25 Link Strategy to Risk Register:</b> JL to check that this has been undertaken and completed.</p> <p><b>Feedback on IT risks:</b> Confirmed that works are ongoing between CJ and GH, with a focus on the high level risks.</p> <p><b>Actions:</b> JL to create form as a checking mechanism when noting any risks as being completed in the rolling report. JL to add Reputation as an Operational Risk.</p>
08/25	<p><b>FRAUD, IRREGULARITY, IMPROPRIETY AND WHISTLEBLOWING – FAILURE TO PREVENT FRAUD RSM UPDATE</b></p> <p>JL highlighted that an issue has come to light which is currently under the early stages of investigation and that it may be that external audit are made aware as this does relate to potential fraud.</p>
09/25	<p><b>SCHEDULE OF THE AUDIT RECOMMENDATIONS MONITORING REPORT</b></p> <p>The monitoring report had been circulated, noting this is a mix of both internal and external audit findings. It was agreed that the IT Health Check risks would remain separate due to the complexity of these.</p> <p>The rolling report was discussed as follows:</p> <ol style="list-style-type: none"> <li>1: Completed but awaiting external audit before being closed down; typo to be amended</li> <li>2: Completed and agreed to <b>remove</b>.</li> <li>3: Completed but awaiting external audit before being closed down</li> <li>4: Completed but awaiting external audit before being closed down</li> <li>5: Completed noting that checks will be undertaken periodically as well as being in receipt of starters and leavers notifications to check against as first point of reconciliation. Agreed to <b>remove</b>.</li> <li>6: Completed and agreed to <b>remove</b>.</li> <li>7: Completed and agreed to <b>remove</b>.</li> <li>8: Completed and agreed to <b>remove</b>. Noted that credit card limit is valid based on spend over the last 12-18 months. TG queried if some expenses could be confirmed without receipt; JL confirmed that a new process is being set up whereby returns will be undertaken through a NatWest app to assist with ensuring that controls work more effectively as this will be an automated system. It was confirmed that credit cards are removed from staff whom do not submit claims in a timely manner.</li> <li>9: Completed and agreed to <b>remove</b>. Noted that Scribe is now being used which will be rolled out all finance areas in due course.</li> </ol> <p>The Safeguarding Audit Report completed since the last meeting was considered and the following points on the report were highlighted:</p> <ul style="list-style-type: none"> <li>• All risks had been actioned and can be closed with the exception of the first regarding parent surveys.</li> <li>• PP noted that the report overall was brief and queried the length of time given to undertake this audit. It was noted that this was undertaken over one day and that GLT were comfortable with the levels of assurance contained within the report.</li> <li>• TG confirmed that as long as this audit achieved its purpose then this will suffice but consideration required on whether sample sizes are adequate.</li> </ul>

- CJ suggested that if a statement be added on the length of time given for the audit, how many people were spoken with, and that this was deemed appropriate for the environment then this would suffice, although currently assumptions are being made on these facts and this does need following through.

**Action: JL to liaise with JV on the next audit to be undertaken in this area to ensure that this is sufficient to enable assurance to be given.**

The Safeguarding outstanding actions on the rolling report were discussed as follows:

- 10: To remain outstanding.
- 11: Completed and agreed to **remove**.
- 12: Completed and agreed to **remove**.
- 13: Completed and agreed to **remove**.
- 14: Completed and agreed to **remove**.

Overall discussions confirmed that the rolling report would remove 10 actions, with a further 3 potentially being removed post confirmation from RSM. One action will remain open. It was also highlighted that a further 8 open risks are noted in the IT Health Check Audit report to follow.

[Graham Harrison joined the meeting]

Further to previous conversations GH was requested to add information to the Dashboard on the rolling report outstanding actions. This will enable all Governors to be made aware of the current state of play with these. GH agreed that this could be added. TG to provide a note of what this should highlight and how this could be shown with GH duly adding. This information will then be updated after each A&R Committee.

**Action: TG to provide an overview to committee members of the information required to be shown on the Dashboard regarding the audit rolling report. Once approved GH to add.**

With regard to the IT Health Check audit, TG highlighted that meetings are being held between GH and CJ where high risk actions are considered and progress noted.

GH confirmed that the 8 high level risks are condensed from the whole audit report received and that good progress is being on some of these. These were discussed as follows:

1: MFA has now been rolled out to students with no technical issues although some issues with students following the instructions. Only a small number of students remain without MFA due to not having a phone; a solution to this is being considered. Additional MFA requirements is being cascaded to critical groups of staff and has been rolled out within CIS and IT currently, with GLT being set up next week. This will mean that these groups will have to use an authentication app on their phone to sign in whether on or off site.

4 & 5: Concerns were noted around these due to the technical detail that underpin them. Noted that these will take the majority of the year to solve, particularly MS365 vulnerabilities which may need external consultancy assistance.

7: The backup system will cost approx. £140k but is on track with procurement being addressed. Confidence was given that this will be undertaken by the end of life of the current system in July.

8: Disaster recovery was noted as a very large task due to the starting point of this but again this will hopefully be undertaken in the timeframe given.

GH confirmed that set dates should be met, especially around 4 and 5 (being end of December), as well as 7 and 8 (being end of July), with others potentially being closed down sooner than this.

	<p>GH reported that using a group of experts to undertake the audit was best practice even though numerous risks were highlighted, which were all deemed as items that do need addressing. The challenge now is the scale of resolving these risks due to being lean on staff in IT, although there were no major concerns to note.</p> <p>TG queried how the report had been taken by GH and the IT team. GH reiterated that these are experts and they do know what they are doing. Previously when an audit had been undertaken there was resentment as it was only a tick list being followed. GH noted that there were flaws with this audit as it was a health check and it was felt that they did not spend enough time reviewing all aspects, including those that the team do well or we invest in. Some aspects were felt to have been missed out but what was found was to be correct and the advice was welcomed.</p> <p>GH reported that as a college there is robust investment in IT, especially in Cyber Security which is positive, although you can never say you are fully safe.</p> <p>CJ confirmed that he has met with GH and the approach was agreed to condense down the full report to the 8 high risks noted which show a good representation of the recommendations. CJ noted his reassurance with the plans and the committee should be comfortable that actions plans are in place and being progressed. CJ will meet with GH monthly to review progress being made.</p> <p>As an aside, CJ also reported that he met with Kryptokloud to speak with them directly about network monitoring and cyber and how this compared with other institutions. A positive conversation was held which reflects well on the approach being taken and the relationship with Kryptokloud. CJ again gave assurance to members that works being undertaken are correct and at the right level. Further works are required on ensuring that relevant funding is received to enable matters to be progressed and CJ noted that he will assist GH wherever possible with this from a Board perspective.</p> <p>JL confirmed that she is working with GH to ensure that relevant funds are available as and when required.</p> <p>An outstanding action was noted around raising governor awareness of personal cyber security. It was agreed that GH and CJ will hopefully meet prior to Board to enable an update to then be given at the meeting to move this forward.</p> <p><b>Action: Governor Cyber Security Awareness to be added to Board agenda with GH and CJ meeting prior to this is possible.</b></p> <p>[Peter Price left the meeting]</p> <p>Thanks were given to CJ for his time and works and providing independent support to GH.</p>
10/25	<p><b>STRATEGIC RISK REGISTER</b></p> <p>The Strategic Risk Register had been circulated to the Committee for information, with the following being discussed:</p> <ul style="list-style-type: none"> <li>• TG noted that improvements have been made with the overall risk register although some aspects such as controls may need further works. JL confirmed that all should have controls where required and that if inherent risk does not meet residual risk then there should be an action plan with controls set.</li> <li>• Four risks were noted as being at Strategic level with others being Business as Usual. It was confirmed that the relevant oversight committee will receive a copy of their own risks only, with A&amp;R receiving all for information.</li> </ul>

- It was agreed that it would be advantageous for all members to have direct access to 4Risk and JL and TG to take this offline.
- The register does continue to evolve and JL confirmed that a glossary of terms has now been added to the Risk Management Policy for information and to assist when reviewing the register.
- JL noted that the Failure to Prevent Fraud will eventually be moved into 4Risk once finalised and TG agreed to work with JL / AB to move this forward.
- JL confirmed that Operational risks were noted in the system, which are reviewed at Risk Management Group level and escalated to strategic as and when required.
- JL confirmed that risk owners are met on a monthly basis to hold them to account with their actions and updated are noted which can be seen within the notes section.
- TG agreed to meet with JL / AB to go through the full risk register to give assurance to committee members that this is being reviewed and monitored.
- CJ reported good progress has been made on linking aspects back to the strategic objectives and ensuring that details have been captured in line with the new strategy, with the right oversight committee then reviewing these.
- JL requested whether any further risks were missing or any further information required and there was nothing to highlight.
- CJ noted that the action plan behind the PPP strategic risk is still 'opaque' to him and that this risk is so dependent on many external factors which is a cause for concern. It was requested that this is discussed in depth at main board.
- With regard to the ADI risk, then this is currently not where we wish this to be due to the delay on student intake which in turn delays income.
- CJ queried the return from ASI and whether this risk is a true reflection and that we are on track to meet the revenue return. JL confirmed we did expect to have a full cohort of learners in September although less learners in Travel and Tourism materialised. Works are being undertaken in LAT at ASI to ensure this is where we wish this to be, as well as works on ensuring the right leadership is in place. One area for concern is pipeline of commercial clients although Ryanair have been in recently and considering sending Apprentices to ASI, as well as works with Jet2.
- JL confirmed that formal testing of the mass evacuation process will be undertaken in October controlled leave period and once this has taken place this risk will be closed down.
- JL also noted that we are not where we would like to be with Apprenticeship targets although works are ongoing and this will hopefully become BAU shortly.
- Works are commencing on plans for increased student intake in 2026 with the key being around priority spend, with plans being required to cover both estates and IT.

There were no further points to note on the Risk Register and thanks were given on the works to date.

**Actions:**

- **TG and JL to meet to discuss Governors having direct access to 4Risk moving forward.**
- **TG to work with JL / AB to move FTP into 4Risk when finalised.**
- **TG agreed to meet with JL / AB to go through the full risk register to give assurance to committee members that this is being reviewed and monitored.**
- **PPP risk to be discussed in depth at Board**

**11/25 STRATEGIC PLANS**

The Digital and Sustainability Plans had been circulated for information and were taken as read, together with the objectives for each.

Digital

- GH reported that these objectives are being managed in the same way as the audit rolling report and that actions are allocated to line managers whom meet regularly to review.
- Main aspect for term 1 is the removal of all thin client devices before then moving on to the replacement of desktops that will not run beyond January 2027 due to the Windows 11 upgrade.
- The current operational spike due to the start of term has impacted on works to date although GH is reviewing this regularly.
- TG queried if on the plan under Priorities 2025-27 these could be placed in date order and GH confirmed that he can do so on the working version but the actual plan has been finalised and cascaded to staff already.
- As an aside it was noted that the annual audit report plans for this year notes Cyber Security although GH would prefer that this is not undertaken again this year and that the Penetration Test be carried out instead. It was confirmed that these audits would be alternated yearly.

**Action: GH to amend the priorities 2025-27 to being in date order on the working version of the Digital Plan.**

[Graham left the meeting]

Sustainability Plan

- JL reported that at the time of writing these plans it was queried whether Sustainability should be a plan in its own rights or contained within each of the others plans. It was agreed that this would be a standalone plan with James Foster being the overarching GLT members, although objectives would be overseen by the relevant GLT member.
- TG noted that with sustainability this should not be to the detriment of our main job, being student driven, and that we should not divert monies away from students and into sustainability. All agreed that monies should only be spent on sustainability when affordable.
- JL reported that the Salix project (heat pump sources) will cease after wave 4 due to this being considered as the bigger picture, ie replacement windows and radiators being required as well as this being run on electricity which is currently more costly than gas.
- JL highlighted that interns undertook works over the summer on Sustainability and consideration will now be required on what can be implemented from this report. This report was noted as not yet being shared with Governors.

Thanks were given for these papers received and works undertaken.

**12/25 BOARD ASSURANCE FRAMEWORK**

The updated Board Assurance Framework spreadsheet had been circulated for information and was taken as read, with the following being noted:

- JL reported that this has now been linked to the controls under the Risk Register and that risk areas are currently being updated to identify a first, second and third line of control against each.
- Works have been undertaken with 4Risk to create this report and feedback on both the approach and report would be of assistance.
- A query was raised over a red risk not being lifted through as a strategic risk and JL confirmed that this is due to them being noted as operational only.

Members confirmed that they were comfortable with this new process and report.

	<p><b>Action: TG agreed to meet with JL offline to discuss this further, as part of the objective for the year.</b></p> <p>Thanks were given for the papers received.</p>
13/25	<p><b>CHIEF FINANCE AND COMPLIANCE OFFICER REPORT</b></p> <p>The CFCO report had been circulated for information, noting the following aspects were not being covered as part of the agenda and therefore discussed as follows:</p> <p><b>Risk Management Policy:</b> This was circulated for information and approval.</p> <p><b>Financial Position:</b> JL confirmed that this was on track to receive a CFFR Good rating and that it is anticipated to receive a clean audit which will be signed off in November.</p> <p><b>Failure to Prevent Fraud:</b> The spreadsheet was taken as read and JL confirmed that the new legislation was put in place around 6 – 12 months. As of 1 September evidence is required to show that risk assessments are in place where there could be the potential for fraud, with an action plan sitting alongside wherever required. External audit are aware of the process to date and are happy with the procedures set. Further work will be undertaken where areas are highlighted as requiring an action plan with these then being fully reviewed. This will remain as a separate spreadsheet currently to enable this to be fully tracked before being transferred to 4Risk with its own category for monitoring and managing moving forward.</p> <p>It was confirmed that this will be brought back to a future committee meeting for progress to be noted.</p> <p>TG highlighted that realistically there is a natural amount of operational wastage for the likes of The Drill and Old Bakery but that as an organisation we do need to try to minimise this as much as possible.</p> <p>JL queried if this is moving in the right direction or whether there are any other experiences that should be noted. It was also noted that this could potentially be an area for external audit.</p> <p>CJ queried if we are considering the greatest risk areas with different control methods being set and JL confirmed that this is the case and if high levels of risk are noted then a risk assessment will be undertaken to show more detail and actions.</p> <p><b>Action: FTP spreadsheet to be brought back to a future meeting for progress to be noted.</b></p> <p><b>Key Risk:</b> PPP was noted as the key risk although conversations with DfE have been positive and they are working up a solution on our behalf. JL confirmed that we are currently working closely with NatWest and two Local Authorities to consider the borrowing, with the amount being deemed small. The MPM barrier is still apparent although hopefully this will be overcome. Delays were noted with regard to the Invitation to Tender and hopefully this will be out shortly.</p>
14/25	<p><b>INTERNAL AUDIT REPORTS</b></p> <p>The recent Safeguarding Audit and a paper outlining an overview of the internal audits undertaken during 2024/25, together with information on the Internal Audit Plan for 2025/26, had been circulated and taken as read.</p>

The Safeguarding report was discussed previously in line with the Audit Rolling Report, noting that moving forward this report needs to ensure that reference is made to how the report was produced, including sample sizes. Overall it was felt that the Safeguarding Audit last academic year may have been a little too light touch.

The following points were noted regarding the Internal Audit Report:

- TG reported that within the exec summary Governance was noted as having adequate but improving arrangements; JL confirmed that this was referring to us as a committee.
- Agreed that under the IT Heath Check Summary it should note that significant progress has been made and that this is being measured by members of the Audit and Risk Committee, as well as GLT, on an ongoing basis; JL to amend.
- The proposed internal audit programme was noted although on the previous schedule given by Wylie and Bisset this contained a rotating programming; it was requested whether we need to consider other areas as noted in their report and if not then information should be noted as to why this is the case. JL to update and provide a rationale against each for information as to why we are not considering for this year to enable challenge to be made and that we do not lose sight of areas that have previously been reviewed.
- It was noted that we should not 'cherry pick' what audits are undertaken.
- JL confirmed that GLT would like audits to be undertaken on Key Financial Control and Safeguarding.
- Potential audit of FTP was noted although queried if further time is required to embed this, however it may be best to receive recommendations sooner rather than later and therefore agreed that this should be an option for audit.
- CJ queried whether we should consider BAF for an audit if we are adding this to our objective for 2025/26. This was currently noted for the following year but JL agreed that this could be moved to this year is deemed appropriate.
- As noted previously, GH would like Penetration Test to be undertaken this year.
- JL confirmed that the budget is currently set at £35k and this should be considered when finalising the audit list.
- Confirmed Procurement audit to be undertaken next year.
- FTP to also be undertaken next academic year, although HB raised concerns; JL to obtain quotes for the agreed audits and then ascertain if funds allow FTP to also be undertaken.

The following Audits were agreed to be undertaken this academic year:

- Key Financial Controls
- Safeguarding
- Failure to Prevent Fraud (subject to budget)
- IT penetration test
- UKVI

**Actions:**

- **JL to amend IT audit outcomes as discussed.**
- **JL to amend the proposed audit schedule to note those suggested in the Wylie and Bisset report, together with a rationale if not being considered this year, as a three year rolling report – to be circulated once updated.**
- **JL to obtain quotes for the agreed Audits this academic year and then confirm whether funds would allow FTP to also be undertaken.**

15/25

**FAILURE TO PREVENT FRAUD**

This item was discussed previously.

16/25	<p><b>RISK MANAGEMENT</b></p> <p><u>Risk Management Group Minutes – 9 June 2025</u></p> <p>The Risk Management Group Minutes of 9 June 2025 had been circulated and were noted by the Committee.</p> <p><b>Action: JL to confirm the current position on staff compliance for Fraud Prevention training.</b></p> <p><u>Risk Management Group Agenda / Actions– 26 August 2025</u></p> <p>The Risk Management Group agenda and actions from the meeting held on 26 August 2025 had been circulated and were noted by the Committee.</p> <p>It was highlighted that actions alone were potentially too light and therefore full minutes of these meetings will resume.</p> <p><b>Action: CM to liaise with the ESOs to assist with minute taking of these meetings again.</b></p> <p>TG queried the reasoning behind the increase in SARs and CM noted that this was due to disgruntled staff and students.</p> <p><u>Risk Management Framework</u></p> <p>TG highlighted suggested amendments, such as Lincoln College verses Lincoln College Group.</p> <p><b>Action: JL to amend accordingly based on suggested alterations.</b></p> <p>[Chris Jones left the meeting]</p>
17/25	<p><b>HEALTH AND SAFETY ANNUAL REPORT</b></p> <p>This was taken as read noting that GLT have reviewed this prior to being circulated to this committee. The following points were noted:</p> <ul style="list-style-type: none"> <li>• Working days lost have dropped which is positive.</li> <li>• Queries were raised over some of the dates noted as it was felt that these may be copy and past errors.</li> <li>• Wording of some aspects was also thought to be incorrect.</li> <li>• HB queried the increase in the number of accidents being dealt with and it was noted that some of these were accidents offsite and then first aid assistance requested once at college.</li> </ul> <p><b>Action: JL to amend as per suggested amendments noted.</b></p>
18/25	<p><b>GDPR ANNUAL REPORT</b></p> <p>This update was circulated and taken as read, noting that some amendments had been made to this report based on the version circulated last year to show all GDPR aspects, including Freedom of Information and SAR requests.</p>
19/25	<p><b>URGENT BUSINESS</b></p> <p>There was no urgent business discussed.</p>

<b>20/25</b>	<b>DATE OF NEXT MEETING</b>
	Date of Next Meeting: the next meeting will be held on Tuesday 2 December commencing at 1300 hours for the joint Audit and Risk Committee and Finance Committee, following by the Audit and Risk Committee.
	The meeting closed at 1725 hours.

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Chair

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Date

**Action List**  
**Actions from the Audit and Risk Committee Meeting held on 7 October 2025**

<b>Minute Number</b>	<b>Description</b>	<b>Action by</b>	<b>Target Date</b>	<b>Status/Note</b>
04/25	Terms of Reference to be amended and recirculated	CM	By next meeting	
05/25	To meet offline to set the 2025/26 objective	TG / JL	By next meeting	
06/25	Typo in minutes to be amended	CM	By return	Completed
07/25	Form to be created as a checking mechanism when closing of actions on the audit rolling report	JL	By return	
	Reputation to be added as an operational risk	JL	By return	
09/25	Liaise with JV regarding next Safeguarding Audit to ensure that sufficient time is given for an in-depth audit to take place with relevant sample sizes	JL	By next meeting	
	Provide summary of how the audit rolling report information can be added to the Governor Dashboard moving forward	TG	By return	
	Governor cyber security to be added to Board agenda with pre meeting of CJ / GH taking place if possible	CM	By return	
10/25	TG / JL to meet to discuss Governors having direct access to 4Risk and review fully the risk register	JL	By return	
	TG / JL to meet to move FTP into 4Risk when finalised	JL	By next meeting	
	PPP risk to be discussed fully at Board	CM	By return	
11/25	Digital plan objectives 2025/27 to be put in date order on the working version	GH	By next meeting	
12/25	TG / JL to meet offline to discuss BAF further, as part of the new objective for 2025/26	TG / JL	By return	
13/25	FTP to be brought back to a future meeting	JL	Date to be confirmed	

14/25	IT audit outcomes to be amended within the annual report	JL	By return	
	Proposed audit schedule to note rolling report and rationale; to be recirculated once undertaken	JL	By return	
	Quotes to be obtained on suggested audits; consideration to also be given to FTP being audited	JL	By return	
16/25	Confirmation required on staff compliance for Fraud training	JL	By return	
	Ascertain if ESOs can recommence taking full minutes of RM Group	CM	By return	Completed with ESO undertaking
	Suggested amendments to be made to the Risk Management Framework	JL	By return	
17/25	Suggested amendments to be made to the H&S report	JL	By return	