



**FLS AUDIT & RISK COMMITTEE MEETING (ARC)**  
**13:15pm to 15:45pm, 25 March 2026**  
**Apex 1 (Fleming Rm) and MS Teams**

**AGENDA**

<b>Agenda Items:</b>	<b>Lead:</b>	<b>Paper:</b>	<b>Timings:</b>
1. <b>Welcome &amp; Declarations of Conflicts of Interest</b>	LJ	Verbal	13:15 – 13:20
2. <b>Minutes and matters arising: 26 Nov 2025</b>	LJ	Verbal	13:20 – 13:25
• Action Points			
3. <b>Audit</b>			13:25 – 13:50
a) Internal Audit - Progress report	IB/LB	ARC 16/25	
b) Internal Audit – 2026/27 Audit Plan	IB/LB	ARC 17/25	
c) Audit Recommendations and Actions – Progress Update	RS/MH	ARC 18/25	
4. <b>Risk</b>			13:50 – 14:50
a) New/emerging business and potential risks	KQ	Verbal	
b) Deep Dive – Climate Change	GH/JE	ARC 19/25	
c) FLS Risk Update	RS/MH	ARC 20/25	
5. <b>Break</b>			14:50 – 14:55
6. <b>2025/26 Annual Report and Accounts</b>			14:55 – 15:10
a) Annual Audit Plan 2025/26 and progress update	JB/HMcK	ARC 21/25	
b) FLS Preparations and update	NMcB/CB	Verbal	
7. <b>ARC Self-Assessment</b>	LJ	Verbal	15:10 – 15:20
8. <b>AOB</b>	LJ	Verbal	15:20 – 15:25
9. <b>Meeting Between Non-Executive Advisors and External / Internal Audit</b>	LJ	Verbal	15:25 – 15:45
10. <b>Close</b>			15:45

**Attendees:** Lyndon Jones (LJ), Chair, Non-Exec  
Jo O'Hara (JO'H), Non-Exec  
Therese O'Donnell (TO'D), Non-Exec  
Gio D'Alessio (GD'A), Non-Exec  
Maf Smith (MS), Non-Exec  
Nicola Gordon (NG), Non-Executive  
Kevin Quinlan (KQ) Chief Executive FLS  
Nicola McBain (NMcb), Director of Corporate Services & Transformation FLS  
Graeme Hutton (GH), Director of Net Zero FLS  
Colin Buchanan (CB), Senior Finance Manager FLS  
Michael Hymers (MH), Head of Corporate Office FLS  
Rhondda Salmond (RS), Change Manager FLS  
Jo Ellis (JE), Head of Planning and Environment FLS  
Iain Burns (IB), Senior Internal Audit Manager, SGIAD  
David Reay (DR), Senior Internal Audit Manager, SGIAD  
Lauren Banks (LB), Internal Audit Manager, SGIAD  
Hannah McKellar (HMck), Grant Thornton UK LLP (External Audit)  
Joanne Brown (JB), Grant Thornton UK LLP (External Audit)  
Matt Henderson (MH), FLS (Minutes)

Apologies: Adam Dearnley (AD), Head of Finance FLS  
Angela Pieri (AP), Grant Thornton UK LLP (External Audit)

#### **Microsoft Teams**

[Join the meeting now](#)

Meeting ID: 360 066 018 277

Passcode: ZQWAAg