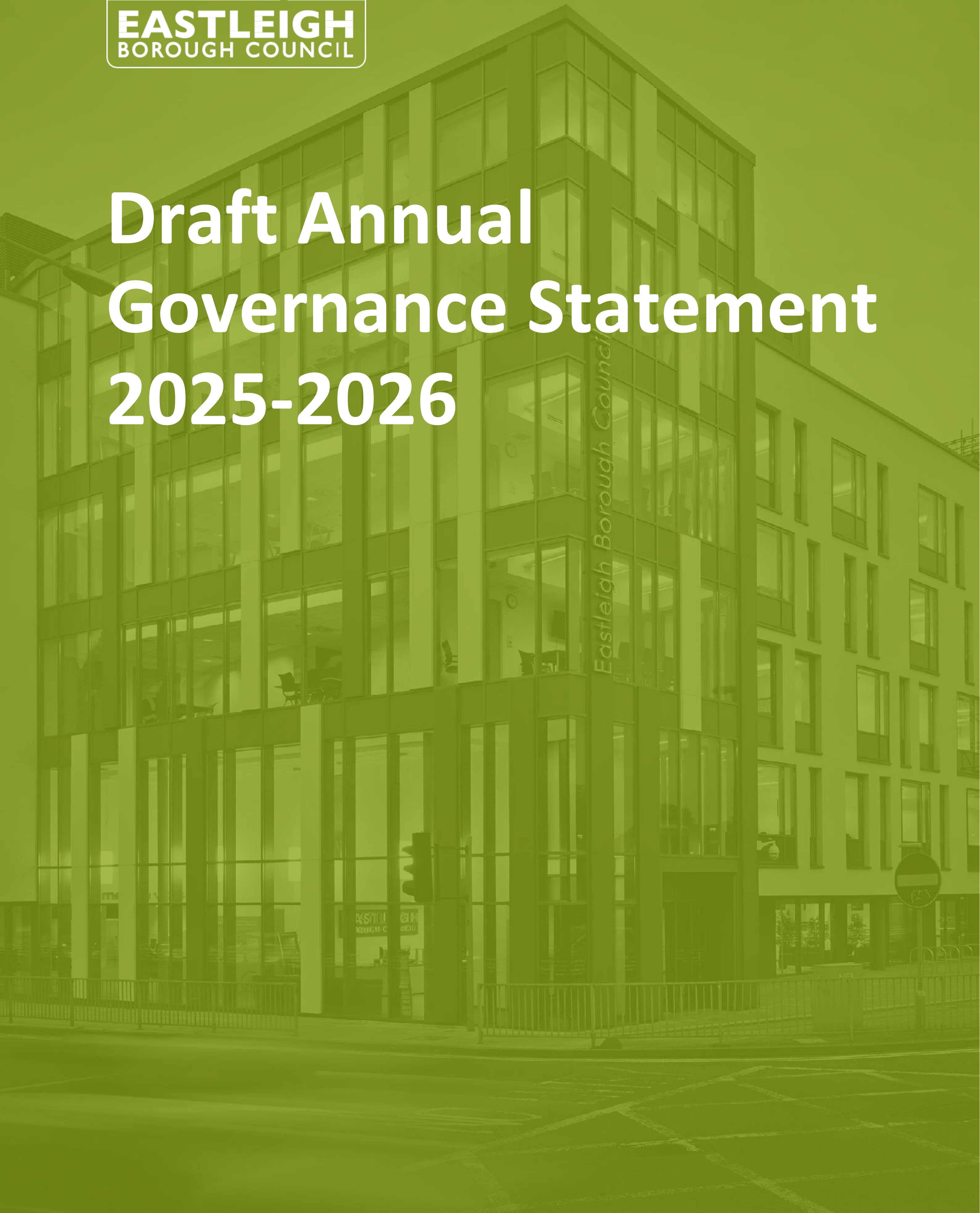
EASTLEIGH
BOROUGH COUNCIL

Draft Annual Governance Statement 2025-2026



Scope of Responsibility

We are responsible for ensuring that our business is conducted in accordance with the law and that proper standards and public money are upheld and safeguarded and accountability properly demonstrated. We have a duty under the Local Government Act 1999 to arrange continuous improvements in how our functions are exercised, whilst considering a combination of economy, efficiency, and effectiveness. This is a "continuous" function, and therefore the Council needs to adapt and evolve its governance arrangements to ensure proper governance, democratic accountability, transparency and public scrutiny in the eyes of all its stakeholders.

We are responsible for putting in place proper arrangements for the governance of our affairs and facilitating effective exercise of our functions (which includes arrangements for the management of risk).

Regulation 6 of the Accounts and Audit Regulations 2015 requires the Council to conduct a review at least once a year of the effectiveness of its system of internal control and to publish an Annual Governance Statement (AGS). This report therefore serves as a review of the year from 1 April 2025 to 31 March 2026. The Council has continued to respond through supporting residents, the community, and local businesses.

We have prepared this AGS to comply with the requirements of the Accounts and Audit regulations 2015, and in accordance with the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government' (2016) and Addendum published May 2025.

In line with the CIPFA/SOLACE Framework this statement is 'an open and honest self-assessment' of the Council's performance for 2025/26.

The purpose of the Governance Framework

The Governance Framework comprises the systems, policies, processes, culture, and values by which we direct and control, and the activities through which we are accountable to, and engage with, the community. It enables the Council to monitor the achievement of its strategic objectives and consider whether those objectives have led to the delivery of appropriate, cost-effective services.

Our system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. However, it cannot eliminate all risk of failure to achieve policies, aims and objectives, and can therefore only provide reasonable and not absolute assurance of effectiveness.

The Council has a Code of Corporate Governance that sets out the governance arrangements at the Council. This is reviewed and updated annually.

Assurance Opinion

Internal Audit is responsible for objectively assessing the adequacy of governance and the management of risk and providing an objective and evidenced based opinion on governance, risk management and internal control. A risk assessment methodology is used to formulate an internal audit plan.

Using the risk assessment, the Chief Internal Auditor can determine the frequency of audit review and presents an Annual Internal Audit Plan to the Audit & Resources Committee for approval in March each year. The reporting process for Internal Audit requires a report of each audit to be submitted to the relevant service lead and/or Service Director, Deputy Chief Executive (Chief Financial Officer) and Chief Executive. The report includes audit observations and agreed management actions. The process includes follow-up of the progress in implementation of management actions to ensure that they are acted upon, usually within six months.

The following opinion is based on the audit activity undertaken during 2025/26. From 1 April 2025, the Internal Audit Team transferred to Hampshire County Council's Southern Internal Audit Partnership. The opinion for 2025/26 has been prepared by the Chief Internal Auditor who is satisfied that sufficient assurance work has been carried out to allow the formation of a reasonable conclusion on the adequacy and effectiveness of Eastleigh Borough Council's internal control environment.

The Chief Internal Auditor's 'Annual Report and Opinion for 2025/26' states that:

"I am satisfied that sufficient assurance and advisory work has been carried out to allow me to form a conclusion on the adequacy and effectiveness of the internal control environment. In my opinion the framework of governance, risk management and control are 'reasonable', and audit testing has demonstrated controls to be working in practice.

Where weaknesses have been identified through internal audit review, we have worked with management to agree appropriate corrective actions and a timescale for improvement."

Penny Frost, Deputy Head of SIAP (Chief Internal Auditor)

The Chief Internal Auditor's Annual Opinion is reported to the Audit and Resources Committee on 13 July 2026.

Sign off by CEO and Leader:

Strong governance is fundamental to the delivery of high-quality services, the sound management of public funds and ensuring compliance with legislation. While we are always proud of our many achievements and our ambitious plans, one of the hallmarks of Eastleigh Borough Council is its openness to scrutiny and challenge, and its ability to adapt to external factors, including instability in the economy, moderating its plans in line with emerging risks and responding to recommendations of auditing bodies and other external regulators. The strength of our existing governance and the additional steps we have recently taken are set out in this document. We are committed to cementing strong governance arrangements through our conduct, our action plans and the matters identified and noted in this Annual Governance Statement.

Councillor Keith House
Leader of the Council

David Williams
Interim Chief Executive

Key Elements of the governance framework and an assessment of its effectiveness for 2025/2026

English Devolution White Paper

The English Devolution White Paper, published on 16 December 2024, outlines the government's approach to accelerate and standardize the processes or devolving powers, funding and programs from Central Government to local and regional leaders in England. In February 2025, Government confirmed that it had selected Hampshire and the Isle of Wight, and all councils in the area, including Eastleigh Borough Council, to be part of its Devolution Priority Programme (DDP). A requirement of the DDP is that district and county councils should combine with neighbouring authorities to form larger unitary councils by April 2028 (known as Local Government Reorganisation).

A submission to Government was made in September 2025, following Council approval. A decision on the final choice of unitary configuration was announced by the Minister on 25 March 2026. The 15 councils that cover the county of Hampshire (comprising of one county council, two unitary authorities and 12 districts/boroughs) will be replaced by four mainland Unitary Authorities plus the Isle of Wight (unchanged) with the working names of:

- North Hampshire Council
- Mid-Hampshire Council
- South-West Council
- South-East Council
- Isle of Wight Council (no change)

The South-West Hampshire Council (SWHC) will replace the current two-tier system of county and district/borough councils and see Eastleigh Borough Council and Southampton City Council come together with the New Forest District Council parishes of Fawley, Hythe and Dibden, Marchwood, Totton and Eling, and Test Valley Borough Council parishes of Chilworth, Nursling, Rownhams and Valley Park including the disaggregation of Hampshire County Council.

The creation of a new unitary authority will require its own governance framework which will be developed by its newly elected Councillors and leadership team. It is anticipated that this will include harmonizing some existing arrangements and best practices.

Corporate Plan 2026-28

The Council's Corporate Plan 2023/26 vision is clear; to lead and support the Borough of Eastleigh and its communities enabling improved quality of life for local residents promoting thriving and healthy people and places, supporting the local economy, and maintaining an attractive and sustainable environment that residents value. During 2025/26 a review of the Corporate Plan has taken place and a new Corporate Plan 2026-28 was adopted by Council on 18 May 2026. This has restated a number of strategic ambitions and included an objective focused on preparing for local government reorganisation.

A number of the Council's strategic ambitions, and the Action Plan underpinning them, will have to be carried forward to the new unitary council for consideration. Nevertheless, the Borough Council is now organising itself to be able to realise its ambitions as far as possible before it is superseded by the new unitary council.

Key Governance Matters

The Council is pleased to demonstrate, through this Statement, its continued commitment to ensuring that strong governance remains fundamental to the delivery of high-quality services, the sound management of public funds and ensuring compliance with legislation.

External Audit

Under the Accounts and Audit Regulations 2015 (and subsequent amendment regulations of 2020, 2021, 2022 and 2024) publication of the annual governance statement (AGS) follows the same timetable as the financial statements. At the time of drafting this report, our external auditor (EY) is not yet able to provide an opinion on the accounts for 2025/26. This AGS has been reviewed and agreed in accordance with the timetable set out in the Accounts and Audit Regulations and is published on our website. As the accounts remain unaudited, we may need to consider if changes are necessary to the AGS in the period leading up to the finalisation of that audit.

Internal Audit

From 1 April 2025, the Council's Internal Audit function transferred to the Southern Internal Audit Partnership (SIAP). Regular progress reports are provided to the Corporate Leadership Board and Audit and Resources Committee. During the year, SIAP hosted a development session with the Audit and Resources Committee on the role of Internal Audit.

During the year a number of reviews were carried out in line with the Audit Plan 2025/26 approved by the Audit and Resources Committee in March 2025. The results were shared through progress reports with the Audit and Resources Committee.

The mandate for internal audit in local government is specified within the Accounts and Audit [England] Regulations 2015, which states:

'A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.'

From 1 April 2025, the 'standards or guidance' in relation to internal audit are those laid down in the Global Internal Audit Standards (GIAS), Application Note: Global Internal Audit Standards in the UK Public Sector (Application Note) and the Code of Practice for the Governance of Internal Audit in UK Local Government. The collective requirements are referred to as the Global Internal Audit Standards (GIAS) in the UK Public Sector (the Standards).

During 2025/26, an External Quality Assessment (EQA) of the Southern Internal Audit Partnership against the new Global Internal Audit Standards in the UK Public Sector was completed and the External Assessor concluded that:

"SIAP has achieved an excellent result of 'generally achieves' in this EQA in relation to the GIAS and Application Note. Overall, I believe that the team has achieved an excellent performance given its size, together with the breadth and depth of the benchmark established by the new GIAS. I am delighted to confirm that SIAP fully achieves 46 of the 52 Standards and generally achieves the remaining six Standards. There are no partial conformances, or areas where the team do not conform with any Standards." John Chesshire, JC Training Ltd

Governance Framework

We believe that success is achieved not just by 'what we do,' but by the 'way we do it.' Having staff who demonstrate the right behaviors for our organisation is just as important as having the right skills, experience, and knowledge for our roles. Defining and demonstrating those behaviors is essential if we are to deliver on our mission of 'Supporting Communities, Improving Lives.' Our 'Way We Work' framework is based on our core values: Ambition, Fairness and Empowerment.

The following pages provide detail of how the Council can demonstrate compliance with the principles of Good Governance in accordance with the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government' (2016) and its seven principles:

Principle A	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law.
Principle B	Ensuring openness and comprehensive stakeholder engagement.
Principle C	Defining outcomes in terms of sustainable economic, social, and environmental benefits.
Principle D	Determining the interventions necessary to optimise the achievement of the intended outcomes.
Principle E	Developing the entity's capacity, including the capability of its leadership and the individuals within it.
Principle F	Managing risks and performance through robust internal control and strong public financial management.
Principle G	Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

Principle A – Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law.

- The roles and responsibilities of our Councillors and staff and the processes we use to govern Council business are defined in the Council's Constitution. Our Constitution sets out how we operate and how we make decisions. The Council must make decisions efficiently, transparently, and be accountable.
- We have codes of conduct in place for Councillors and staff to make sure that public business is conducted with fairness and integrity and that we define high ethical values and the standards of behavior we expect.
- We regularly review the Staff and Councillors' Code of Conduct. The latter is supported by a documented and published Code of Conduct Complaints Procedure and Independent Persons Protocol which was reviewed in November 2025.
- The Whistleblowing policy has been updated (April 2026). Whistleblowing is viewed as a positive act that can make a valuable contribution to our efficiency and long-term success and we encourage freedom of speech. Staff are required to complete mandatory Whistleblowing training every two years.
- We have appointed two independent persons. The Monitoring Officer and Deputy Monitoring Officer meet annually with the Independent Persons to review Councillors' conduct for the previous year. The Monitoring Officer provides a retrospective Annual Report to the Administration Committee.
- We have appointed an Independent Co-opted (non-voting) Member to the Audit and Resources. This role brings additional scrutiny and expertise to the Committee and will support the Committee in ensuring there is sufficient assurance over governance, risk and control.
- A review of "Ethical Governance" was completed by SIAP, the Council's Internal Auditors, who concluded that there was a reasonable framework of governance, risk management and control in place.
- We publish a register of interests for each elected Councillor to ensure that any conflict of interest remains open and transparent. This is reviewed annually following the Borough Elections. Council Committee meetings includes "Declaration of Interests" as a standing item and any declared interests are minuted and if appropriate the Councillor withdraws for that item.
- The register of gifts and hospitality for Councillors is maintained by the Monitoring Officer.
- We annually review the Constitution, the latest of which was carried out in November 2025 and February 2026. A copy of the Constitution is published on the Council's website.
- We maintain a staff register of gifts and hospitality.
- The Local Authorities (Members' Allowances) Regulations 2003 require that every authority publicises, within its area, the sum paid by it in that year under the scheme to each Councillor and co-opted member in respect of basic allowance, special responsibility allowance, travelling and subsistence allowance; we comply with this requirement. The values for 2025/26 were published in June 2026 and noted by the Administration Committee.

Principle B – Ensuring openness and comprehensive stakeholder engagement

- Our Council meetings are open for members of the public to attend.
- Our committee agendas, minutes, and decisions, (including Cabinet decisions) are made publicly available on the Council's website to ensure transparency and openness. All our public meetings are also held in accessible venues around the Borough. A limited number of reports are considered in private session only when the subject meets the prescribed criteria. A summary of these is published and the rationale for non-disclosure made available.
- Councillors are appointed to outside bodies which are external organisations, including formal or informal partnerships, to which the Borough Council is a party, which have requested that the Borough Council

appoint an Elected Councillor or a representative to them or to which the Council expects to make appointments.

- The draft budget and statement of accounts are published for public scrutiny and as part of the budget setting process the Council writes to partners.
- We communicate our work, purpose, aims and vision regularly through several different communications channels. The Borough News is delivered to 55,000 plus homes and we have a range of social media channels through which we communicate updates.
- We publish and regularly update a range of content and open data on our Freedom of Information, Publication Scheme and Transparency Code pages on our website.
- We offer a Primary authority partnership for businesses as a single point of contact for Environmental Health matters.
- We publish a contracts register on a quarterly basis.

In addition to the overarching requirements for acting in the public interest found in principles A & B, achieving good governance also requires a commitment to, and effective arrangements for the following principles (C-G):

Principle C – Defining outcomes in terms of sustainable, economic, social, and environmental benefits

- The Council adopted a new Corporate Plan 2023-26. The Plan sets out five priority themes for our work for the medium term, reflecting our core purpose to shape our places and improve people's lives, and our ambitions on housing and the environment. During 2025/26 preparation for the 2026/28 Corporate Plan commenced.
- We updated our Procurement Policy to recognise carbon neutrality as one of the primary considerations as part of the Council's response to the Climate Change and Environmental Emergency declaration.
- Corporate performance reporting monitors a suite of Corporate Performance Indicators (CPIs) which are reported internally monthly and quarterly to Policy and Performance Scrutiny Panel and Cabinet. The CPIs are reviewed on an annual basis to ensure that they still reflect the Council's strategic priorities.
- The Eastleigh Borough Local Plan 2016-2036 was adopted in April 2022. It sets out the policies and plans to guide future development for a twenty-year period and will be used to determine planning applications in the borough. The Council is undertaking an early review of the plan. There is a dedicated webpage providing updates.

Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes

- We produce a Medium-Term Financial Plan (MTFP) annually, considering known issues and applying a number of assumptions to the Council's finances. The MTFP provides, on a rolling basis, a projection of the Council's finances over a four-year period and in doing so establishes the broad financial principles around which Councillors can develop portfolio plans and consider, at a high level, the Council's budget strategy. This is updated and reported each quarter.
- Due to the ongoing financial challenges facing all of Local Government nationally, the Council has updated its savings programme alongside the Medium-Term Financial Plan to ensure that the Council can continue to set a balanced budget into the future.
- Since October 2022, Service Managers have worked towards determining how the Council's Savings Requirement can be achieved. Progress was reported through the quarterly performance report and through the 26/27 budget report, the recommended Budgets for 2025/26 and 2026/27 demonstrate that the Council is

able to report a balanced Budget position with General Fund Reserves being maintained, however this remains under continuing pressure.

- As part of the Budget process the savings target has been updated to reflect the savings achieved to date and the latest forecast position. This has led to the creation of a revised savings target being created in the medium-term financial plan (MTFP). The continued priority will be to monitor the existing commitments whilst continuing to encourage new ideas to come forward to help bridge the savings gap in the later years of the MTFP. This will be kept under review as we progress towards LGR.
- Service Reports are collated quarterly into "Executive Summary Reports" and shared with Service Directors and the Corporate Leadership Board to generate the Corporate Performance Report for Policy and Performance Scrutiny Panel and Cabinet. The performance report draws together financial and qualitative performance, including progress against Corporate Performance Indicators and highlights risk exposure and resource implications. An internal audit review of the ESR process provided "substantial" assurance.
- We continue to review and update our corporate policies register on our website Council Policies.
- We have in place a process for monitoring all statutory government returns to ensure completion and compliance.
- A forum of statutory officers, comprising of the Chief Executive Officer, Chief Financial Officer and Monitoring Officer meets monthly to seek, support and advise on issues within their own portfolios, agree a collective position on issues that cut across portfolios and consider, and if necessary, whether to collectively intervene on any issue presenting material, legal, financial or reputational risk to the Council.

Principle E – Developing the Council's capacity, including the capability of its leadership and the individuals within it

- The designated role of Head of Paid Service is accountable to the Council for all aspects of management including sound governance, providing quality information/support to inform decision making and scrutiny, supporting other statutory officers and building relationships with all Councillors.
- The Corporate Leadership Board continues to work collaboratively and provide cohesive leadership which aims to clarify accountability and responsibility. More empowerment at Service Lead level and below is encouraged, and decision making is made at the right level promoting more clarity of how this happens and creating a senior structure that aligns specialisms more closely with our Corporate Plan.
- The People Strategy 2023-26, was launched in April 2023 and supports our vision and ambition of "a high-performing, resilient, well-supported family of staff who are proud to work for Eastleigh Borough Council, building a culture of continuous learning and being an employer of choice for early and developing careers, for the wider benefit of the Borough." The People Strategy action plan is closely monitored, and progress is annually reported to the Audit and Resources Committee within the staffing update report. A new People Strategy 2026/28 will be adopted in 2026/27.
- We have a Professional Qualification Policy and Career Grade Policy to enable staff to develop their career and support our 'grow our own' strategy.
- Regular monitoring and management of the Council's performance, including financial performance, is key to ensuring delivery against strategic objectives set out in the Council's corporate plan 2023-2026, and contributes to the management of corporate risk. Performance Indicators are reviewed monthly by Cabinet Members with quarterly and annual performance reports further scrutinised by Policy & Performance Scrutiny Panel.
- Financial monitoring is treated as a continuous process throughout the year, with a business partnering service supporting service managers to understand their financial position and set forecasts and generate live management information between formal reporting periods.
- We continue to review and update the Councillor training, development, and induction programme as necessary and encourage attendance. Training is delivered either face to face or virtually. The Constitution

includes details of the training considered essential for Councillors.

- A review of the Constitution was completed in November 2025 and February 2026 and updates were made to ensure that the Constitution adequately reflects the governance arrangements and scheme of delegation.

Principle F – Managing risks and performance through robust internal control and strong public financial management

- We have a Risk Management approach which includes robust systems of identification, evaluation and control of risks which threaten the Council's ability to meet its objectives to deliver services to the public.
- The Corporate Risk Register is managed by the Corporate Leadership Board and updated quarterly for newly stated risks and ongoing matters. The register is also reviewed by the Strategic Risk Management Group (SRMG). The Audit and Resources Committee and Cabinet annually appoint a Councillor to this group.
- Senior Managers are responsible for maintaining operational risk registers and for escalating matters for inclusion on the Corporate Risk Register. Operational risk registers are also reviewed by the Strategic Risk Management Group (SRMG) as per an agreed review schedule, with the relevant Senior Manager in attendance.
- Our Chief Finance Officer (Section 151 officer) is responsible for the proper administration of all aspects of the Council's financial affairs including ensuring that appropriate advice is given to the Council on all financial matters.
- There is regular financial monitoring and quarterly performance reports are produced for presentation to the Policy and Performance Scrutiny Committee and Cabinet.
- A risk assessment for every decision taken by Council, Cabinet or Committee is included in the covering report.
- Audit and Resources Committee and Cabinet Members receive Risk Management Training and Development. During 2025, a further development session was delivered by an external consultant.
- We continue to review and update all our obligations under GDPR (General Data Protection Regulations) legislation.
- The Audit and Resource Committee act as the Council's Audit Committee for internal and external audit, overseeing and reviewing the Council's internal audit plan, risk management arrangements and ensure effective relationships between internal and external audit. The Committee also receives and considers the work of external audit and approves our governance and assurance statements, statement of accounts, and anti- fraud and anti-corruption arrangements.
- We continually review the effectiveness of our complaints and compliments procedure including the outcome from complaints referred to the Local Government and Social Care Ombudsman to identify lessons learnt and take appropriate action. A process for reviewing Housing Ombudsman Complaints was developed by the Customer Support Manager and Head of Housing and adopted in 2025/26.
- A new Customer Behaviour Policy and associated protocols was approved by Cabinet on 21 March 2024 to provide an essential practical toolbox for staff, and transparency to our customers when responding to unacceptable customer behaviour.
- A new Customer Charter was adopted by Cabinet in June 2025 to capture Housing Sales and Landlord Services requirements in one document.
- A new Complaints Policy was adopted by Cabinet in June 2025 to bring together the Corporate Complaints, Social Housing and Private Rented Housing Complaints policies.
- We ensure effective anti-fraud and corruption arrangements are in place. The Counter Fraud Annual Report, presented to the Audit and Resources Committee, summarises how the Council has promoted an anti-fraud

culture during the year and presents the Counter Fraud Strategy and Action Plan for the following year. An Internal Audit review of the Counter Fraud Arrangements in 2025/26 found a reasonable framework of control with a few minor recommendations.

- Disclsoures made under the Whistleblowing Policy are reported to the Monitoring Officer who commissions an investigation by Internal Audit as necessary. A Whistleblowing investigation will seek to answer the specific questions raised by the discloser. Other internal audit assurance reviews may be commissioned or expediated as necessary.
- The Monitoring Officer is responsible for ensuring the Council acts in accordance with the law and the Constitution.
- The Monitoring Officer is the Senior Information Risk Owner and responsible for ensuring information security risks are mitigated and that Information Asset Owners are identified and aware of their responsibilities.
- An Information audit is regularly completed. Data owners were required to ensure the data we hold in the Record of Processing (ROPA) is correct and that all privacy notices and retention details are up to date.

Principle G – Implementing good practices in transparency, reporting, and audit to deliver effective accountability

- The views of internal and external auditors are reported regularly to the Audit and Resources Committee.
- The Chief Internal Auditor's Annual Internal Audit Report and Opinion forms part of the review of effectiveness along with the Annual Governance Statement.
- We are committed to being open, accountable, and transparent by making information available to our customers on our website. This includes the Freedom of Information Model Publication Scheme and the Transparency Code 2015 pages which are regularly reviewed and updated.
- Our Freedom of Information (FOI) and Environmental Information Regulation (EIR) processes have been reviewed and are regularly updated to comply with the Information Commissioners Office (ICO) guidelines.
- We continue to embed GDPR requirements and monitor the effectiveness of this legislation, which has reduced reports of data breaches.
- Transparency arrangements are continuously reviewed.

Progress on Improvement Areas requiring focus during 2025/26

Governance Issues	Planned completion date	Status
Local plan review – to continue during 2026/27 and consideration given to emerging Local Plan for new Unitary Authority	Ongoing – carried forward to 2026/27	Planning Policy Manager
Embed the new Customer Complaints Policy	December 2025	Complete
Consider the impact of Local Governance Reorganisation on governance arrangements and prepare for Mayoral Election in 2026	Ongoing – carried forward to 2026/27	A programme delivery team and local governance arrangements have been developed. Mayoral Elections postponed until May 2028
Annual review of the Constitution	November 2025	Complete
Data cleansing exercise	March 2026	Part of the LGR programme, carried forward to 2026/27
A joint process for Local Government and Social Care Ombudsman and Housing Ombudsman Complaints will be developed following the joint code of practice and complaint handling code	November 2024	Complete

Priorities identified in the review of governance arrangements to carry forward to 2026/27

In the review and preparation for this Annual Governance Statement, the following key areas were identified as meriting attention over the next 12 months. Implementation is monitored by the Corporate Governance Group quarterly.

Governance Issues for action in 2026/27	Proposed deadline	Responsibility
Align internal LGR programme delivery framework and methodology with Hampshire & the Solent arrangements	September 2027	LGR Programme Manager
Appoint Eastleigh representatives to emerging LGR workstream themes, committees, boards and groups and ensure input or representation into Implementation Plans and harmonisation of policies/strategies	Ongoing	Corporate Leadership Board
Adopt and embed the new Corporate Strategy 2026/28	May 2026 (adopt) Ongoing (embed)	Corporate Strategy Manager
Adopt a corporate Artificial Intelligence Policy and provide training to staff	September 2026	Head of IT, Information Governance and Data Protection Officer and Service Director Governance and Support (Monitoring Officer)
Review and re-circulated the Corporate Gifts and Hospitality Policy for Staff	July 2026	Head of HR
Update policies to ensure that it reflects the Economic Crime and Corporate Transparency Act. Provide mandatory Counter Fraud and Bribery Training for staff	August 2026	Service Director – Governance and Support Head of HR and Learning and Development Specialist
Refresh the Procurement Policy 2024/27	March 2027	Service Director Governance and Support (Monitoring Officer)
Review and relaunch the People Strategy 2026/28	July 2026	Head of HR
Develop a programme for and progress Data Retention and Cleansing as part of LGR preparedness	December 2027	Resources Manager and Information Governance and Data Protection Officer
Local Plan Review	Ongoing	Planning Policy Manager