

Kirklees Council

Draft Annual Governance Statement 2025/26

June 2026

Overall Conclusion & Opinion

We have carefully considered the effectiveness of the Council's governance framework and have been advised by the Corporate Governance and Audit Committee. We acknowledge responsibility for ensuring that there is a sound system of governance, which is particularly supported by the Authority's Code of Corporate Governance.

We are satisfied that the Council's overall governance arrangements are in accordance with our governance framework and Code of Corporate Governance.

We will continue to enhance our governance arrangements as recommended in the Action Plan that underpins this Statement. We are satisfied that these steps will address the need for improvements that were identified in our review and have monitored their implementation during 2025/26 and will continue to do so in conjunction with the Corporate Governance & Audit Committee.

Signed:

[Leader of the Council (to be added when selected)]

Steve Mawson, Chief Executive

Kevin Mulvaney, Service Director Finance (S151 Officer)

Summary

All local authorities are required to produce an Annual Governance Statement. This shows how the Council is governed to achieve compliant, effective and efficient service delivery. Details of Kirklees governance controls are included in the report. The Annual Governance Statement also identifies areas of governance that require attention.

In 2024/25 we identified

Actions required	Status
Housing property issues not compliant with requirements, with regulatory intervention	In progress
Ensuring a sustainable medium term financial plan and annual budget	In progress
Better governance, management and use of data to enhance services	In progress
Implementation of a programme to address financial challenges caused by special education needs and disability.	In progress
Improvement to contract and project management arrangements	In progress

Issues identified from 2025/26 and subsequently

Actions required	Status
The absence of a Leader and Cabinet following the May 2026 elections may create issues about direction for the organisation	

Introduction

All local authorities must produce an Annual Governance Statement to demonstrate how the Council ensures effective, efficient, and compliant service delivery. This Statement outlines the Council's responsibilities, the governance framework, key components, a review of effectiveness for 2025/26, criteria for identifying significant governance issues, and an assessment of progress on previously identified issues as well as any new concerns arising during the year.

Statement Scope

Kirklees Council ensures its operations comply with legal and ethical standards, safeguarding public funds and promoting efficient, effective, and economical use of resources. In line with the Local Government Act 1999, the Council is committed to continuous improvement in service delivery. The Council's Local Code of Corporate Governance aligns with the CIPFA/SOLACE framework, Delivering Good Governance in Local Government (2016). The Code was reviewed and updated in 2024/25, with approval at the Annual Council in May 2025. The current version is available on the Council's website: <https://www.kirklees.gov.uk/beta/council-and-democracy.aspx#your-council>

This Statement demonstrates the Council's adherence to its Code of Corporate Governance throughout 2025/26, confirming compliance with the Accounts and Audit Regulations 2015 and subsequent amendments. It provides assurance that robust governance arrangements are in place to oversee financial management and asset protection. Key ongoing and planned improvements are highlighted, ensuring transparency regarding areas of progress and continuing action in 2026/27.

The purpose of the governance framework

Corporate governance refers to the systems, processes, and values by which organisations are directed and controlled. For local authorities, it also encompasses how the Council engages with and is accountable to its communities. The governance framework enables the Council to monitor progress toward key objectives and evaluate the effectiveness and value for money of its services. Internal control is a core component of this framework, designed to manage risk to an acceptable level and provide reasonable assurance of effectiveness, though it cannot eliminate all risks.

The key parts of the governance framework

- A Local Code of Corporate Governance overseen by the Service Director Legal, Governance & Commissioning and the Corporate Governance and Audit Committee, to assess operational practice and behaviour, and help prepare this Statement.
- A Council Constitution.
- A Corporate Plan, *Our Council Plan 2025/26*, which outlines how officers will seek to run the Council to meet our community commitments and key objectives and quarterly performance monitoring of progress in doing so.
- A Leader and Cabinet model of governance. (The Chief Executive is Acting Leader until a formal Leader is appointed)
- A corporate governance, audit and scrutiny process as set out in the Constitution.
- Oversight and delivery of the Council Plan, including several officer boards as described in the Constitution.
- Statutory officer roles performed by the Chief Executive as Head of Paid Service, the Service Director Legal, Governance & Commissioning as Monitoring Officer and the Service Director Finance as Section 151 Officer. The S151 Officer is a professionally qualified accountant and reports directly on financial matters to the Chief Executive as a member of the Executive Leadership Team (ELT).
- The Monitoring Officer who has responsibility for the Constitution and ensuring the legality of Council actions and decision making.
- The S151 Officer who has responsibility for ensuring that the financial management arrangements conform with all of the governance requirements of the five principles that define the core activities and behaviours that belong to the role in the CIPFA *Statement on The Role of the Chief Financial Officer in Local Authorities (2014)*.
- Codes of conduct defining the standards of behaviour for Members and employees.
- A Counter Fraud, Bribery and Corruption Policy and arrangements that endeavour to comply with the CIPFA Code and best practice.
- A Risk Management Strategy.
- Systems of financial and business internal control.
- An internal audit section, which is compliant with the Global Internal Audit Standards and Code of Ethics.
- Whistle-blowing arrangements.
- A complaints system for residents and service users.
- Business continuity arrangements.
- A senior manager to act as the Caldicott Guardian to protect the confidentiality of patient and service-user information.
- A Data Protection Officer reporting directly to the Chief Executive and a Senior Information Risk Officer (Monitoring Officer).

2025/26 Review of effectiveness

Kirklees Council has a legal responsibility for conducting, at least annually, a review of the effectiveness of its governance framework. The review is informed by several sources including the work of the executive managers, the Head of Audit & Risk's annual report, the external auditor and other review agencies and inspectorates and Member Committees.

The Council believes that its processes and arrangements effectively deliver the key elements of the governance framework and continue to be regarded as fit for purpose.

The Council has four bodies / committees jointly responsible for monitoring and reviewing governance. These are:

- The Executive (Cabinet)
- The Corporate Governance & Audit Committee (CGAC)
- The Overview & Scrutiny Committee; and
- The Standards Committee.

The main parts of the review process are described below:

1. Annual Review of effectiveness of the system of internal control

The Corporate Governance and Audit Committee, in compliance with the Accounts and Audit Regulations 2015 and Global Internal Audit Standards, approved the annual review of internal control and audit effectiveness in June 2026. The Head of Audit confirmed that audit practices remain aligned with current professional standards and ethical codes.

2. Risk Management

The Council's governance framework remains effective and is continually strengthened across all departments. Significant or emerging risks are promptly identified and escalated to the Executive Leadership Team and Cabinet. Key areas addressed this year include financial stability, special educational needs and disabilities (SEND), public housing and property conditions, as well as workforce challenges - particularly in recruiting for hard-to-fill positions, which can affect operational performance.

3. Head of Audit's Annual Assurance Opinion

The incidence of control issues were similar to previous years, although overall assurance levels had improved over 2024/25. The Head of

Audit has obtained sufficient assurance that the Council's governance, risk management, and internal control systems are robust and consistently applied across services. Some concerns persist in contract management, data and information management, and cash handling.

4. External Auditor's Review

The audit of the Council's 2025/26 financial statements and Annual Report (VFM Review) is scheduled for approval by the CGAC in November 2026. The 2024/25 financial statements, approved in January 2026, received an unqualified opinion, and the Annual Report was presented at the same meeting. The report highlighted the work the external auditors had undertaken with Kirklees Council during 2024-25, including commentary on the Value for Money (VFM) arrangements, the responsibilities of the Council and the VFM auditor's responsibilities. With regards to the VFM assessment, the three key recommendations had been retained from the previous year, acknowledging, however, that progress had been made/was continuing to be made by the Council. There had been positive improvements in the Council's overall financial position.

There was recognition that the report provided a retrospective view, as at 31 March 2025, and the management actions in the report did not impact on the assessment; there had been ongoing and robust engagement between Council officers and the External Auditor. It was anticipated that the positive changes would be reflected in the 2025/26 report. The external auditor continued to identify the issues of financial sustainability, SEND and Housing Regulatory as valid at the end of 2025/26.

5. Cabinet

No new significant governance issues arose from the Cabinet's work during 2025/26.

6. Corporate Governance & Audit Committee

In 2025/26, the CGAC reviewed the Council's Constitution and governance arrangements, making recommendations to Council or approving revisions as necessary. The Committee received assurance from annual reports covering key areas such as health and safety, emergency planning, business continuity, information governance, complaint handling, and whistleblowing. To ensure Members are equipped to fulfil their responsibilities, regular training - including treasury management - was provided. No new significant governance issues arose from the Committee's activities this year.

7. Overview & Scrutiny Management Committee

In 2025/26, the Committee and its four Panels underwent an internal review as part of the Council's ongoing assessment of governance arrangements and key challenges. The Overview & Scrutiny process identified no new significant governance issues during the year.

8. Standards Committee

Throughout the year, the Monitoring Officer reviewed a small number of Standards complaints. Only one of these- which did not relate to Kirklees Council resulted in any formal outcome. A Government consultation on Standards during early 2025 indicated reform of the current regime, but the legislation to progress this has not yet been submitted to Parliament.

9. Role of the Chief Financial Officer

The Service Director of Finance continues to adhere to the governance standards established in the CIPFA Statement, ensuring effective performance of statutory duties in accordance with the Council's Constitution. The Council's financial management practices remain fully aligned with these standards.

10. Role of the Monitoring Officer / Senior Information Risk Owner (SIRO)

The Service Director for Legal, Governance & Commissioning, acting as SIRO, has overseen information governance and security as Chair of the Information Governance Board, with a growing emphasis on enabling support and ensuring compliance with the Constitution. The Council maintains close collaboration with the Information Commissioner to address and reduce the backlog of subject access requests related to personal data.

11. Officer Governance

Officer Boards, as outlined in the Constitution, have advanced the Transformation Programme under the strategic direction of the Executive Leadership Team, with effective escalation of key issues. Notable progress has been achieved in revenue budget management, and improvements in capital expenditure governance are underway. These processes are overseen by both Cabinet and Scrutiny and are reflected in the Council's financial position. No significant officer-related governance issues were identified this year.

12. Significant Partnerships

The Council's partnerships—including joint ventures, thematic collaborations, and major contractual agreements—are subject to robust governance oversight. Each partnership's designated contact officer is responsible for evaluating governance arrangements and reporting any significant changes. Senior officers review this information to assess risks to the Council's reputation and financial position. Biannual reports to the Executive Leadership Team provide updates on key issues and risks across all major partnerships. While the enhanced governance framework is now established, the Council continues to identify and address areas for further improvement.

13. Corporate Financial Management and Corporate Performance & Impact Reports

Quarterly Corporate Performance and Impact reports were produced throughout 2025/26, aligned with Council Plan priorities and Administration expectations. The introduction of updated key performance indicators enhanced transparency and enabled more effective assessment of organisational performance and service delivery.

14 External Inspections, Regulatory Action & Peer Reviews

A Peer Review conducted by the Local Government Association in 2024/25 confirmed that Kirklees Council's governance and operational arrangements are fit for purpose. The review identified several areas for improvement, which were addressed through an agreed Action Plan and next steps, noted by Council on 23 April 2025. A follow-up assessment was completed in September 2025. The LGA Peer Team notes that 'working relationships between the leader and cabinet, and the chief executive and senior management team have matured further and collectively they have brought stability, clarity, grip and more energy to the council'. They also noted 'greater confidence, tempered with realism, from the collective senior political and managerial team about how they will address current and future challenges'. The full report is available online here: <https://www.kirklees.gov.uk/beta/delivering-services/peer-challenge.aspx>

The Corporate Planning and Co-ordination Team maintains a central repository for all external inspections, audits, accreditations, and reviews, enabling prompt identification and implementation of improvement actions and recommendations. This process will be further integrated into the Team's operations to ensure comprehensive oversight. No significant governance issues were identified from external inspections during 2025/26.

What would be a Significant Governance Issue?

The annual corporate review process has identified and evaluated both progress with addressing ongoing issues from the 2024/25 Statement and some new areas. Those issues that meet one or more of the following criteria (suggested by CIPFA / SOLACE) have been regarded as *significant* and are included in this Statement:

- A) It undermines / threatens the achievement of our four key Council priorities:
 - to address our financial position in a fair and balanced way.
 - to strive to transform council services to become more efficient, effective, and modern.
 - to continue to deliver a greener, healthier Kirklees and address the challenges of climate change.
 - to continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish.
- B) It is a significant failure to meet the principles of good governance.
- C) It is an area of significant concern to an inspector, regulator, or external audit.
- D) The head of internal audit, one of the statutory officers or the Corporate Governance & Audit Committee has recommended it be included.
- E) It is an issue of public or stakeholder concern.
- F) It is an issue that cuts across the organisation and requires cooperation to address it.

Progress with the Significant Governance Issues in last year's (2024/25) Statement

Previous Statements have acknowledged that many governance issues are complex and may extend beyond the Council's direct control, often requiring more than a year to resolve. As circumstances evolve, some issues may be retained in a revised form in subsequent Statements. It is anticipated that several of the matters from the 2024/25 Annual Governance Statement will have made sufficient progress by later this year to be treated as largely resolved and become a feature of the organisations normal operational business.

Issues from the 2024/25 Statement where further work or time to embed improvements is still required.

No	Original Governance Issue / Theme & Reason for Inclusion	Direction of Travel / Progress to date	Further Action Planned in 2026/27 and beyond, target date for implementation, and Person Responsible
1	A need to ensure there is corporate oversight of progress to address the health and safety issues raised in connection with housing properties and the complete buildings portfolio, ensuring that management and operational arrangements provide for the health and safety of all Council tenants, employees, and residents.	<p>The Regulator of Social Housing issued formal notice in March 2024, identifying areas where the Council needs to improve its compliance, specifically for the treatment of damp, mould and condensation and fire safety.</p> <p>The number of outstanding damp, mould, and condensation cases was reduced from 1200 in March 2025 to 400 in March 2026. The service has strong assurance with respect to Awaabs Law and the required Phase 1 outcomes that commenced in October 2025.</p> <p>A fire risk assessment programme across all blocks which concluded in November 2025 ahead of the target date of January 2026, with 850 separate Fire</p>	<p>Continue to deliver the Action Plan agreed with the Regulator within the timescales specified (continuous).</p> <p>Assurance is provided to the Building Safety Assurance Board, Homes and Neighbourhood's Improvement Board, Portfolio Briefing and Cabinet.</p> <p>The Regulator currently receives monthly performance reports only. During the period of inspection meetings have been suspended. The Regulator will make a decision on the lifting of the Regulatory Notice as part of the inspection process.</p>

No	Original Governance Issue / Theme & Reason for Inclusion	Direction of Travel / Progress to date	Further Action Planned in 2026/27 and beyond, target date for implementation, and Person Responsible
		<p>Risk assessments (FRAs) requiring 9,750 actions to be undertaken.</p> <p>At the end of March 2026 there were 3,015 outstanding actions of which 1,624 are overdue</p> <p>The Council alerted the Regulator in July 2024, concerning the correct inspection, testing and assurance regime for water quality in all tenanted properties. The risk assessment was completed in September 2025.</p>	<p>The service is currently preparing for the second phase of Awaab's law that requires all landlords to address serious health hazards. This applies from October 2026. A revised programme will see all fire risk actions delivered by March 2028. The Council is upgrading its repairs and assets information systems to enable improved reporting, data management, and agile working.</p>
	A, C, E	<p>The Council met the requirements of Awaab's Law - that relates to responses regarding damp and mould - from September 2025. The service is now preparing for Phase 2 which creates new requirements regarding any "serious hazard" and introduces enforceable statutory deadlines for landlords to prevent or mitigate these risks. This will commence by the October 2026 deadline.</p> <p>The new housing management system, Cx was introduced at the end of September 2025. This will enable both modernisation of delivery and enhanced information gathering to enable improved services to our tenants.</p>	<p><u>Responsible:</u> Director of Homes & Neighbourhoods</p>

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		<p>An Improvement Board which is independently chaired, to address all areas of activity subject to oversight by the Regulator, reports directly to a Cabinet committee.</p> <p>The Scrutiny Committee for Growth & Regeneration also has Homes and Neighbourhoods standards within its remit, and it receives updates.</p> <p>Progress against the Regulator's concerns, was reported to the Cabinet committee in July 2025 and March 2026.</p> <p>The Service has confirmed the necessary financial and operational resources are in place to deliver programme over a minimum period of 3 years.</p> <p>The Council was informed of a planned inspection in April 2026, which will commence at the end of June 2026, with grading likely to be reported in September 2026.</p>	

No	Original Governance Issue / Theme & Reason for Inclusion	Direction of Travel / Progress to date	Further Action Planned in 2026/27 and beyond, target date for implementation, and Person Responsible
2.	<p>Robust governance oversight and management of progress in implementing the significant changes that underpinned the 2024/25 budget that has been of key importance to ensuring the financial stability of the Council.</p> <p>A,C,E,F</p>	<p>MTFP: Completion of a review of the MTFP in September 2025 ensured that it fully reflects both the anticipated income and expenditure of the Council in the period 2026/27 to 2030/31 to ensure a more robust base budget going forward. This will be updated in late summer 2026.</p> <p>Revenue Budget: The approved budget for 2025/26 included savings of £30m and these were tracked each month as part of the suite of corporate reports.</p> <p>Quarterly reports to Members continued to highlight the in-year financial position and the need to further use reserves in the short term to balance the budget.</p> <p>The projected overspend of £4.1m at Q3 was managed down to an Outturn position of £1.8m overspend, with 63% of the planned savings being achieved in year. However, there remain significant pressures in social care.</p> <p>A balanced budget was approved by Council in February 2026 with £41m additional budgeted spend, and £10.5m of budgeted savings, £7m of which are new. It also incorporated the effects of Fair Funding 2.0.</p> <p>Capital investment: there is an ongoing review of capital programme to ensure it remains affordable. The</p>	<p>The 2026/27 budget provided significant additional funding for demand pressures and other areas where Services have overspent. This is expected to reduce the number and scale of budget variations in year.</p> <p>Regular Monitoring of revenue and capital budgets will continue with monthly updates to Executive Leadership, Cabinet and (annually) to Council.</p> <p>The MTFP is undergoing its annual refresh and will be reported to Cabinet and Council in late summer 2026.</p> <p>Work is ongoing to develop a sustainable Capital investment plan.</p> <p>The DfE has indicated that a “proportionate” contribution will be made by the DfE towards in year DSG deficits during 2026/2027 and 2027/2028. It is expected that the Council will be responsible for the remaining 10%.</p> <p>The Council will need to set aside funds for the remaining 10% and this will be included in the 2026 MTFS The deficit will need to be</p>

		<p>2025/26 capital plan had an initial budgeted expenditure of £300m (General Fund plus HRA) but this fell to £209m of actual expenditure.</p> <p>A further refresh of the Capital Plan will be undertaken as part of the MTFP update in late summer 2026.</p> <p>Report presented to CGAC on Minimum Reserve Provision policy April 2025.</p> <p>SEND Finances (see also section 4 below): In February 2026 we were informed that the Safety Valve Programme would end and 90% of the Dedicated Schools Grant (DSG) deficit would be paid off by the Department for education (DfE) during 2026 through the High Needs Stability Grant. The Statutory override (which permits overspending on SEND) has been extended to March 2028 and allows deficit to be classed as Unusable Deficit reserve,</p> <p>The deficit at 31st March 2026 was £81.3m (£63.8m at 31/3/25). The estimated cost to the General Fund is £4m pa in servicing this deficit.</p>	<p>eradicated by March 2028 when the override ends.</p> <p>Responsible: Director of Finance</p>
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No	Original Governance Issue / Theme & Reason for Inclusion	Direction of Travel / Progress to date	Further Action Planned in 2026/27 and beyond, target date for implementation, and Person Responsible
3	<p>The management, governance and use of data is not always effective, meaning that decisions are not necessarily informed by robust evidence, as well as creating unintended financial and operational risks.</p>	<p>The draft Data and Insight Strategy (2024/25), alongside continuing Technology and Information Governance Strategies, was recognised to be insufficient for the council's needs. With the intent of creating a clear strategic direction for 'digital' (and data within that), in 2025/26 the council took the opportunity to work with a third party to assess its strengths, weaknesses, and areas of opportunity in the related fields, current approaches, tools and skills. This 'digital review' was completed in quarter 4 2025/26, with the findings informing the shape of a further draft Digital Strategy and the associated Digital Transformation Programme. 'Better data, better decisions'-with data management, and the use of robust data to support management decision-making is an area of priority within the draft Digital Strategy /Transformation Programme.</p>	<p>The draft Digital Strategy is now subject to wider engagement with staff, councillors, key partners and residents. The intent is to seek approval of the final strategy in quarter 3 2026/27 (Governance date to be confirmed).</p> <p>The Digital Transformation Programme aligns with the draft strategy, but is flexible to adjust to the final agreed content. Activities are underway, including prioritised projects in the areas of 'Better data, better decisions', 'Modernised infrastructure and systems' and 'A digital organisation and workforce'. Through the latter managers and staff will be further supported in the skills to govern and manage data to inform decision-making.</p>
	A, F	<p>Performance dashboards and robust quarterly reporting on key indicators was introduced in 2024/25 and continued to be further developed throughout 2025/26. This has increased the visibility, ownership and accountability for service performance at senior officer and member levels.</p>	<p>Responsible: Director of Strategy & Innovation</p>

No	Original Governance Issue / Theme & Reason for Inclusion	Direction of Travel / Progress to date	Further Action Planned in 2026/27 and beyond, target date for implementation, and Person Responsible
4	<p>The effective implementation of the “Safety Valve” programme to address overspending and historic deficit on special education needs (SEND) budgets as part of the Dedicated Schools Grant (DSG).</p>	<p>The Safety Valve programme and associated delivery plan are no longer being used as the primary framework for managing Dedicated Schools Grant (DSG) recovery.</p> <p>The council is required by June 2026 to prepare a plan for consideration by the Department for Education and NHS England, with outcomes expected in September 2026. However, the financial trajectories developed through the Safety Valve agreement remain an important baseline and have informed the Council’s current approach.</p> <p>The Council is now developing refreshed DSG recovery trajectories as part of its wider SEND and financial reform programme. These trajectories build on the assumptions and direction of travel established through Safety Valve, but are being updated to reflect current demand, complexity, and the evolving national policy context.</p> <p>Work is ongoing to ensure that spend is brought back into line through a combination of:</p> <ul style="list-style-type: none"> • increasing local sufficiency and reducing reliance on high-cost placements 	<p>Actions include: Submission of a SEND plan to DfE (which if accepted should result in a grant to fund 90% of the historical SEND deficit) A decision on the plan is anticipated as being in September 2026.</p> <p>The main areas of focus for the reform plan are: + Ensuring early, integrated and timely support is in place, + establishing the multiagency “experts at hand model” + strengthening the graduated approach, expanding inclusion capacity integrated health support & INHT + develop inclusion bases particularly in secondary schools to support further mainstream provision + strong system leadership and governance New Special schools will open in 2027, enabling greater local provision.</p>
	A, E, F	<ul style="list-style-type: none"> • strengthening financial control and decision-making across the system 	<p>Responsible: Executive Director of Children’s Services</p>

No	Original Governance Issue / Theme & Reason for Inclusion	Direction of Travel / Progress to date	Further Action Planned in 2026/27 and beyond, target date for implementation, and Person Responsible
		<ul style="list-style-type: none"> aligning resource use with revised models of provision under SEND reforms <p>The DfE continues to provide support and challenge through existing engagement arrangements, and recognises the progress made to date.</p> <p>The Government has announcement intended changes to the treatment of DSG deficits following the end of the statutory override. Further detail is expected through the forthcoming White Paper, which will inform the next phase of the Council's approach.</p>	
5	<p>Ensuring that the Council effectively manages contracts and projects.</p> <p>Both external and internal auditor's reports have highlighted concerns about the effectiveness of contract management arrangements in some areas. This relates to ongoing management of long-term contracts, and the effective commissioning and</p>	<p>With Transformation team support, best practice arrangements in contract management were identified with new training package developed and a contract management framework/guidance rolled out to provide contract managers with appropriate skill development, and instruction.</p> <p>The Contract Register dashboard has been developed and shared with all SLTs via Tableau to improve visibility of current contracts and renewals.</p>	<p>Further phase will assess compliance and resourcing to improve contract management.</p> <p>There will be work to ensure if there are sufficient controls on new suppliers.</p> <p>CGAC will be presented with a first report of exemptions and breaches in during 2026</p> <p>Responsible: Service Director of Legal, Governance & Commissioning</p>

No	Original Governance Issue / Theme & Reason for Inclusion	Direction of Travel / Progress to date	Further Action Planned in 2026/27 and beyond, target date for implementation, and Person Responsible
	delivery of (typically) construction projects. A, C, D, F		

New Issues

The annual review of the effectiveness of our governance arrangements in 2025/26 considered potential areas of heightened concern, risk, or significant uncertainty that require a corporate response.

The absence of a Leader and Cabinet following the May 2026 elections may create issues about direction for the organisation

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The Executive Leadership Team and the Corporate Governance & Audit Committee will monitor progress of all significant governance issues during 2026/27 and beyond.