



REPORT of CHIEF EXECUTIVE

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
17 SEPTEMBER 2026**

ANNUAL GOVERNANCE STATEMENT ACTIONS UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To update the Committee on the actions identified in the Annual Governance Statement (AGS).

2. RECOMMENDATION

That the Committee reviews the Annual Governance Statement's table and updates below and comments where necessary.

3. SUMMARY OF KEY ISSUES

- 3.1 The AGS in its current format was approved by the Performance, Governance and Audit Committee (PGA) on 10 June 2021 (Minute No. 91 refers). In line with the Chartered Institute of Public Finance and Accountancy (CIPFA) best practice, it is reflective of governance matters and forward looking about where we could make improvements.
- 3.2 The report has an updated action plan for the year looking forwards and the Committee agreed that progress on the actions would be reported to and reviewed by the Committee.
- 3.3 The Action Plan is held on the Council's SharePoint system and updated by responsible officers.
- 3.4 The current table of actions and officer updates are detailed below for Member consideration.

Title	Owner	Status	Target Completion	Commentary
Ensure smooth transition for Local Government Reorganisation (LGR), and clarity on governance pre and post Vesting day	Cheryl Hughes	Ongoing	30/04/2028	Q1 - Work within Essex wide system and a Mid Essex Project Management Office has been established, to identify deliverables and governance mobilisation. This will be reported back through the Member Devolution and LGR working group and full council updates as it progresses further. (With activity ramping up more after the Structural Changes Order is laid in parliament)

Title	Owner	Status	Target Completion	Commentary
Engage with networks and activities to support Local Government Reorganisation (LGR), to ensure 'safe and legal' operations for vesting day	Cheryl Hughes	Ongoing	31/03/2028	Q1 - Work within Essex wide system and a Mid Essex Project Management Office has been established, to identify deliverables and governance mobilisation. Workstreams have been set up to start aggregation across the three districts looking at Housing, Planning and Revs. and Bens. This will be reported back through the Member Devolution and LGR working group and full council updates as it progresses further.
Look at ways to increase engagement for the staff survey, in light of decreased response rate from 65% to 50%	Cheryl Hughes Helen Norrington	Ongoing	31/12/2026	Q1 - This will be picked up when we start to scope the 2026 survey in the Autum
Review staff survey and identify actions to continue improvement, further to Decision Making Accountability work	Leanda Cable	Ongoing	31/03/2027	Q1 - The proposed action plan has been reviewed by Senior Leadership Team and circulated to Senior Management Team for comment and suggestions of specific actionables.
Review ICT strategy (due for 2027) in light of LGR	Grant Hulley	Ongoing	31/12/2026	Q1 - A review of the Technology Strategy has commenced to ensure alignment with the emerging LGR programme and to support greater strategic alignment across Brentwood Borough Council, Maldon District Council, and Chelmsford City Council. The primary objective of the review is to extend the current Technology Strategy through to April 2028, coinciding with the anticipated commencement of LGR, while establishing a clear framework to support the transition into, and ongoing development of, the future LGR operating model beyond that date.

Title	Owner	Status	Target Completion	Commentary
Identify an Asset Management Plan for the organisation.	Jon Sharkey			Q1 - Work is progressing on the development of the Council's Asset Management Plan. Current activity is focused on reviewing the Asset Register to identify maintenance, investment and improvement works required for the 2027/28 financial year, alongside a wider review of existing Maldon District Council assets. The Asset Management Plan will provide the operational framework for implementing the Council's Asset Management Strategy, translating the agreed strategic objectives into a structured programme of asset review, investment, maintenance, acquisition and disposal activities. The Plan will support informed decision-making, ensure assets are managed effectively throughout their lifecycle, and help align resources with corporate priorities. A first draft of the Asset Management Plan is scheduled for completion and internal review in September 2026, with further refinement and engagement to follow as part of the approval process.
Develop a Corporate Enforcement Policy	Mark Jaggard	Ongoing	31/03/2027	Q1 - Work is progressing, just provided opportunity for new Head of Environmental Health to review, then plan to move forward through the Overview and Scrutiny Committee and onto the Strategy and Resources Committee in the early Autumn.
Review developer contributions management process for the organisation	Mark Jaggard	Ongoing	31/03/2027	Q1 -Senior Leadership Team has reviewed business case for purchasing Exacom on 1 July 2026. If signed off by Finance, system will be in place for Building Safety Levy by end of August 2026. Phase 2 will be to get all the paper files and information spreadsheets transferred on the Exacom system. If delivered externally this could be 6 to 8 weeks following the Exacom system going live.

4. CONCLUSION

- 4.1 The information provided gives progress updates against the key actions defined in the AGS.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1 Good governance will enable delivery of strategic priorities going forwards.

6. IMPLICATIONS

- (i) **Impact on Customers** – Not applicable (N/A).
- (ii) **Impact on Equalities** – N/A.
- (iii) **Impact on Risk (including Fraud Implications)** – Good governance will help minimise our corporate risk for the future.
- (iv) **Impact on Resources (human)** – The monitoring and delivery of this item is provided within existing resources.
- (v) **Impact on Resource (Financial)** - The monitoring and delivery of this item is provided within existing resources.
- (vi) **Impact on Devolution / Local Government Reorganisation** - Good governance supports the delivery of strategic goals, corporate priorities and quality services

Background Papers: None.

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