



Planning Aid **Wales**
Cymorth Cynllunio **Cymru**

Business Plan 2026 – 2029

Charity number 1000115

Supporting community engagement and involvement in the planning system in Wales

Welcome

Planning Aid Wales is a charity that supports meaningful community engagement in planning.

Over recent years, we have strengthened our core services, expanded our partnerships, enhanced our digital capability, and deepened our reputation as an independent and trusted voice in community engagement across Wales. Our Helpline, training programme, research and network events continue to provide valued support to communities, planners and decision-makers alike. The planning system in Wales is evolving. New infrastructure legislation, increasing attention to climate resilience, housing delivery and water management, and the continued importance of meaningful participation create significant opportunities for communities to shape decisions that affect them. Planning Aid Wales is well placed to support that ambition.

During the lifetime of this Business Plan, we will:

- 1) Deliver our core services consistently and to a high standard.
- 2) Develop a new structured programme of guidance and training focused on infrastructure planning for communities.
- 3) Strengthen our organisational resilience, governance and income base to ensure long-term sustainability.

We remain independent, impartial and apolitical. Our role is not to promote development nor to oppose it, but to enable communities to participate constructively, confidently and effectively in planning decisions. As public debate becomes faster, more digital and sometimes more polarised, our commitment to clarity, fairness and inclusion becomes even more important. We will continue to ensure that communities across Wales — including underrepresented voices and young people — are supported to engage meaningfully in shaping the places where they live.

Dr. Francesca Sartorio

Chair, Planning Aid Wales

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Vision & Values

Our mission:

To promote and facilitate involvement in planning, place planning and placemaking processes in Wales for the benefit of people, communities, and future generations.

Our vision:

"For all the people of Wales to be able to participate fully and be effectively involved in decisions that affect the varied environments in which we live."

Our values:

Innovation. Inclusion. Collaboration. Independence. Enabling.

Organisation Overview

Founded in 1978, Planning Aid Wales is a registered charity and limited company dedicated to promoting meaningful public participation in planning across Wales. Core funded by Welsh Government, we operate independently and impartially, enabling communities to engage constructively in decisions that affect their environment.

Over recent years, our role has expanded in both scale and scope. In addition to delivering trusted core services — including our Helpline, training programme, research and policy input — we have increasingly been commissioned to support community engagement in Local Development Plans and Place Plans, and through tailored training for elected members and non-planning organisations. Our independence remains central to our credibility. We work neither for nor against development interests; our purpose is to ensure that engagement is informed, fair and effective.

The introduction of new infrastructure planning legislation in Wales presents both challenges and opportunities for communities. Infrastructure proposals are often complex, technical and fast-moving. Planning Aid Wales is developing structured guidance and training to support communities to understand these processes and to participate constructively.

Meaningful community engagement can:

- Give people a voice and build skills, confidence and capacity.
- Improve the quality and relevance of development proposals.
- Strengthen planning policy through local knowledge.
- Reduce conflict and misunderstanding within the planning process.
- Support long-term thinking, including climate resilience and sustainable development.

Our work is delivered through a small, experienced staff team supported by a committed volunteer network and governed by an independent Management Board. This structure enables us to provide high value for money while maintaining professional standards and impartiality. As the planning landscape evolves, our role remains consistent: to enable informed, constructive and inclusive participation in shaping the places where people live.

Delivering well-being

Planning Aid Wales supports the principles and purpose of the Well-being of Future Generations (Wales) Act 2015. Our mission is closely aligned with the Act's ambition to improve social, environmental, economic and cultural well-being through long-term, preventative and collaborative approaches.

Our work has always reflected the Five Ways of Working:

Involvement

We enable people to participate meaningfully in decisions that affect their communities. Through our Helpline, training, guidance and engagement support, we help individuals and groups understand complex planning processes and articulate their views effectively.

Prevention

Early and constructive community engagement improves the quality of development proposals, reduces conflict and misunderstanding, and helps avoid costly delay or disengagement later in the process.

Long-term thinking

Planning decisions shape places for generations. Our work supports communities to engage with strategic issues including housing need, infrastructure provision, climate resilience and environmental sustainability.

Collaboration

We bring together communities, planners, developers, elected members and third sector organisations to encourage shared understanding and better outcomes.

Integration

Planning connects environmental protection, economic development, social cohesion and cultural identity. Our work recognises these interdependencies and supports more balanced, informed debate.

Through these approaches, Planning Aid Wales contributes most directly to:

- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

We are a bilingual organisation and offer our services in both Welsh and English. As planning policy and infrastructure delivery evolve, we will continue to ensure that meaningful participation remains central to shaping Wales's future.

Our Services & Activities

Planning Aid Wales delivers a combination of core funded services and commissioned projects. Together, these activities support informed, constructive and inclusive participation in planning across Wales.

Core Services (Welsh Government Funded)

Our core services provide consistent, accessible support to communities and stakeholders across Wales.

Helpline: We provide free, independent planning advice to eligible members of the public, delivered by qualified planning volunteers and supported by staff.

National Training Programme: We deliver a programme of planning training sessions each year for Community and Town Councils and other audiences, supporting understanding of planning processes and effective participation.

Network Events: We convene planners, developers, community representatives and public bodies to share experience, explore good practice and strengthen collaboration.

Guidance & Research: We produce accessible, bilingual guidance materials on planning matters and participate in research to improve understanding of effective engagement.

Policy Input: We respond to consultations and emerging policy developments as an advocate for meaningful community involvement in planning.

Communications: We publish regular newsletters and maintain online guidance resources to share knowledge and promote good practice.

Infrastructure Planning for Communities (Welsh Government Funded)

During this Business Plan period, Planning Aid Wales will deliver a structured programme of infrastructure-focused guidance, training and stakeholder insight.

This programme will:

- Support communities to understand new infrastructure legislation and procedures.
- Improve the quality and relevance of representations.
- Promote effective participation in examinations and Local Impact Reports.
- Share case studies and emerging best practice.
- Strengthen engagement with underrepresented groups and young people.

This work will be delivered through bilingual guidance notes, visual tools, training sessions, stakeholder discussions, short explainer videos and published insight reports.

Commissioned Work

In addition to our core services, Planning Aid Wales undertakes commissioned projects and tailored support, including:

- Community engagement support for Local Planning Authorities and public bodies.
- Place Plan guidance and support.
- Tailored training for elected members, housing associations and non-planning organisations.
- Preparation of accessible planning guidance and summary materials.
- Early-stage engagement support for housing and infrastructure projects.

Commissioned work enables us to extend our impact, apply our expertise in practice and strengthen organisational sustainability.

Digital & Online Services

Planning Aid Wales has developed strong in-house digital capability to support community engagement and knowledge sharing in planning. Digital tools enable wider participation, improved accessibility and more efficient delivery, particularly where geography, time or resource constraints would otherwise limit involvement.

We provide digital support services that can complement both core and commissioned work, including:

- **Website development and online engagement hubs** tailored to specific projects or consultations.
- **Graphic design and visual communication materials**, including process diagrams, infographics and accessible guidance materials.
- **Video production**, including training sessions, short explainer videos and documentaries to support understanding of planning processes.
- **GIS and mapping services**, including interactive maps and spatial visualisations to support consultation and place-based discussion.
- **Online surveys and digital consultation tools**, designed to gather structured and meaningful feedback.
- **Hybrid event support**, integrating online and in-person participation where appropriate.

Digital delivery complements — but does not replace — face-to-face engagement. Our approach prioritises clarity, accessibility and inclusion, ensuring that technology enhances rather than restricts participation.

Our People

Staff

Chief Executive - James Davies

Engagement & Development Officer - Deb
Jeffreys

Finance & Administration Officer - Kay
Sharman

Planning Engagement Officers - Karen
Probert & Mark Jones

Helpline Administrator – Laura Brownsword

Volunteers

Our 30+ volunteers come from a wide range of planning backgrounds and support the delivery of our activities, including our helpline service, training courses, policy reviews and guidance preparation. We host up to four voluntary office placements per year.

Management Board

Planning Aid Wales is governed by an independent Management Board of volunteer Trustee Directors. The Board sets strategic direction, oversees financial stewardship, monitors risk and ensures that activities align with our charitable objectives.

Directors are drawn from a range of planning and related professional backgrounds, providing an appropriate balance of expertise and experience. The Board meets at least four times each year and is supported by working groups focusing on governance, policy and research, communications and organisational development.

The Board subscribes to the Nolan Principles of Public Life and Wales Council for Voluntary Action guidance on good governance. Risk management and compliance are embedded within our governance framework and reviewed regularly.

During the lifetime of this Business Plan, the Board will continue to review its skills mix and diversity, strengthen oversight of organisational performance and support long-term sustainability.

For more information about the Management Board, see: www.planningaidwales.org.uk/about-us/directors

PESTLE Analysis

Planning Aid Wales operates within a dynamic political, economic and social environment. The following factors are likely to influence delivery during the lifetime of this Business Plan.

Political

The 2026 Senedd election may result in shifts in planning, infrastructure and public spending priorities. While Planning Aid Wales remains independent and non-partisan, changes in policy direction or public sector funding could affect the planning landscape and demand for our services. Increased focus on infrastructure delivery and climate resilience presents opportunities for structured community guidance and engagement support.

Economic

Public sector budget pressures remain significant. Although core funding provides stability, reliance on grant funding presents ongoing risk. At the same time, constrained local authority capacity may increase demand for independent engagement support and training.

Social

Public debate around planning and infrastructure is increasingly fast-moving and, at times, polarised. There is growing expectation of meaningful participation, alongside the need to engage underrepresented groups and younger people. Strengthening clarity, inclusion and constructive dialogue remains central to our work.

Technological

Digital engagement tools and AI-assisted working are increasingly embedded within the public sector. These developments present opportunities to enhance accessibility, improve efficiency and expand participation, while requiring continued investment in digital capability and governance. The use of AI in planning will need to be monitored in order to provide correct advice to communities on its use.

Environmental

Climate change, flood risk, coastal change and infrastructure resilience are rising in policy and community concern. Planning decisions play a central role in addressing these issues, increasing the importance of informed community engagement.

Legal

The introduction of new infrastructure legislation and evolving planning procedures require clear, accessible guidance to support effective participation and compliance.

SWOT Analysis

Planning Aid Wales Business Plan 2026-2029

Strengths

- Established, independent and non-partisan reputation across Wales.
- Trusted by Welsh Government, Local Planning Authorities and communities to deliver meaningful engagement.
- Strong in-house digital capability, including website development, visual communication, GIS and video production.
- Experienced staff team supported by a committed volunteer network.
- Growing expertise in infrastructure engagement and procedural guidance.
- High value for money delivery model.

Weaknesses

- Continued reliance on core grant funding.
- Capacity pressures at peak delivery periods.
- Limited staff resource relative to demand.
- Board diversity and skills mix require ongoing development.
- Geographic concentration of activity in some regions.
- Inconsistent application of controls across digital financial systems, reflecting the need for continued strengthening of operational resilience.

Opportunities

- Increased focus on infrastructure, climate resilience and housing delivery.
- Demand for independent engagement support as local authority capacity remains constrained.
- Expansion of training for elected members and non-planning organisations.
- Strengthening engagement with underrepresented groups and young people.
- Further development of digital engagement and online delivery.
- Greater visibility through professional networks and sector events.

Threats

- Political or economic shifts affecting public funding.
- Growing competition from commercial engagement providers.
- Reputational risk in a polarised and social media-driven environment.
- Overextension of organisational capacity if demand outpaces resources.
- Uncertainty in planning reform and infrastructure implementation.

Planning Aid Wales' role

Planning Aid Wales exists to enable informed, constructive and inclusive participation in planning across Wales.

We are independent, impartial and non-partisan. We do not promote development, nor do we oppose it. Our role is to ensure that communities understand planning processes, can engage effectively within them and are able to articulate their views clearly and constructively.

We support:

- Individuals seeking independent planning advice.
- Community and Town Councils navigating complex proposals.
- Elected members and non-planning organisations building confidence in the planning system.
- Public bodies seeking to improve the quality and fairness of community engagement.

As planning and infrastructure proposals become more complex and technical, our role in providing accessible guidance and structured support becomes increasingly important. We help translate process into clarity, reduce misunderstanding and support participation that is relevant, proportionate and evidence-based.

In an environment where public debate can become polarised, Planning Aid Wales remains focused on fairness, transparency and constructive dialogue. Our purpose is to strengthen participation, improve outcomes and support better planning decisions for Wales.

Planning for Meaningful Engagement: Strategic Priorities 2026-2029

Planning Aid Wales exists to ensure that participation in planning is informed, constructive and effective. Over the next three years, our focus is on strengthening the quality, clarity and impact of community engagement across Wales.

The planning environment continues to evolve, particularly in relation to infrastructure delivery, climate resilience and housing. At the same time, expectations of transparency and inclusion are increasing. This Business Plan sets out how we will respond to these changes while maintaining the trusted core services that communities rely upon.

During 2026–2029, Planning Aid Wales will:

1. **Deliver trusted core services** that support community understanding, collaboration and involvement in the planning system in Wales.
2. **Develop structured guidance and training to strengthen competence in infrastructure planning and complex planning processes**, improving the quality and relevance of community participation.
3. **Strengthen organisational resilience and sustainability**, ensuring that Planning Aid Wales remains independent, effective and financially secure in a changing environment.

Together, these objectives provide continuity and development: continuing to deliver what we do well, while building capacity, confidence and good practice for the future.

2026-27: Year 1 objectives

Aim 1 - *Deliver trusted core services that support community understanding, collaboration and involvement in the planning system in Wales.*

With funding from Welsh Government, Planning Aid Wales will continue to:

- 1.1 Deliver a minimum of eight training events per year for Community and Town Councils and other audiences.
- 1.2 Deliver a minimum of four network events each year to bring together planners, developers and communities to share experience and good practice.
- 1.3 Provide a free, high-quality planning advice Helpline service to eligible members of the public.
- 1.4 Publish regular bilingual newsletters and maintain accessible online guidance resources.
- 1.5 Participate in relevant consultations and policy discussions as an advocate of meaningful community involvement in planning.

Aim 2 - *Develop structured guidance and training to strengthen competence in infrastructure planning and complex planning processes.*

With additional core funding from Welsh Government, Planning Aid Wales will:

- 2.1 Deliver a phased three-year programme of infrastructure planning guidance, training and stakeholder insight, including:
 - Bilingual guidance notes and visual tools.
 - Structured national training sessions.
 - Stakeholder discussion sessions and published Insight Notes.
 - Short explainer and training videos.
 - Case studies and good practice resources.
- 2.2 Deliver guidance that helps communities to understand new infrastructure legislation and procedures, including the preparation of effective and relevant representations and participation in examinations.
- 2.3 Explore methods to strengthen engagement with underrepresented groups and young people in planning and infrastructure processes.
- 2.4 Integrate digital tools, mapping and visual communication to improve accessibility and understanding of complex planning processes.

- 2.5 Share learning from engagement activity to improve the overall quality of participation in infrastructure planning across Wales.

Aim 3 - *Strengthen organisational resilience and sustainability to ensure long-term impact.*

- 3.1 Maintain financial stability through a balanced income strategy, including delivering on our core grant, whilst exploring and generating alternative sources of income from grants, commissioned work and trading activity.
- 3.2 Continue to develop in-house digital capability to enhance engagement delivery and widen participation.
- 3.3 Review and strengthen governance, including broadening Board diversity, skills and succession planning.
- 3.4 Support staff development and organisational learning.
- 3.5 Monitor and manage risk effectively, ensuring that organisational growth remains proportionate and sustainable.
- 3.6 Raise the profile of Planning Aid Wales across the planning and wider public sector to strengthen understanding of our role and impact.
- 3.7 Strengthen financial controls, cyber security and fraud resilience across all organisational systems.

2027-28 - Year 2 Objectives

Aim 1 - *Deliver trusted core services that support community understanding, collaboration and involvement in the planning system in Wales.*

- Continue delivery of Helpline, national training programme, network events and policy input at agreed service levels.
- Maintain regular bilingual communications and updated online guidance resources.

Aim 2 - *Develop structured guidance and training to strengthen competence in infrastructure planning and complex planning processes.*

- Deliver Year 2 of the phased infrastructure programme, with priorities informed directly by findings from the Year 1 Insight Report.
- Address identified gaps in understanding and participation through targeted guidance and training.
- Focus on procedural competence, including Local Impact Reports and examination participation.
- Strengthen engagement with underrepresented groups and young people in response to Year 1 learning.
- Publish a Year 2 Insight Report to identify emerging themes and inform Year 3 activity.

Aim 3 - *Strengthen organisational resilience and sustainability to ensure long-term impact.*

- Maintain balanced income generation and review reserve levels.
- Continue development of digital engagement capability and online delivery.
- Review governance arrangements and Board skills mix.
- Monitor organisational risk and capacity to ensure sustainable delivery.

2028-29 - Year 3 Objectives

- Continue delivery of Helpline, national training programme, network events and policy input at agreed service levels.
- Deliver Year 3 of the phased infrastructure programme, focusing on improving the quality and impact of community participation.
- Share case studies and examples of good practice identified through Years 1 and 2.
- Publish a consolidated Insight Report highlighting learning, emerging themes and areas for future development.
- Identify potential future priorities in response to evolving infrastructure policy and practice.
- Maintain financial stability and appropriate reserve levels.
- Horizon-scan policy, legislative and technological developments affecting planning and engagement.

Finance & Risk

Planning Aid Wales operates with a lean cost base and a high proportion of expenditure allocated to staffing, which underpins the delivery of our core services.

During 2025/26, income from commissions slowed significantly, resulting in a higher than projected budget deficit. This highlighted the organisation's sensitivity to fluctuations in project income and the importance of maintaining sufficient reserves and diversified income streams.

Following discussions with Welsh Government:

- A one-off £25,000 commission has been offered to initiate work on infrastructure planning for communities.
- An uplift in core grant funding to £171,500 per annum has been agreed in principle from 2026/27 onwards, subject to delivery of an ongoing infrastructure engagement programme.

This uplift materially strengthens the medium-term financial outlook. The increased core grant will cover the majority of staffing costs and significantly reduce reliance on variable commission income to achieve a break-even position.

While the 2025/26 financial year remains challenging, the organisation enters the 2026–2029 Business Plan period with a more stable baseline

To ensure sustainability, Planning Aid Wales will:

- Maintain a balanced income profile, combining core grant funding with commissioned work and training income.
- Continue to pursue strategic grant opportunities where aligned with mission and capacity.
- Develop commissioned infrastructure and engagement support in line with agreed workstreams.
- Monitor quarterly performance against budget and adjust activity proportionately where required.
- Ensure the organisation remains deliberately cautious in its financial planning, recognising that even modest fluctuations in commission income can materially affect cash flow.

Designated reserves are maintained to manage risk and ensure continuity of service. During 2025/26, reserves were frozen (with the exception of IT expenditure) in response to projected income shortfall. Maintaining appropriate reserve levels remains a priority throughout this Business Plan period. Reserve policy will continue to be reviewed annually in light of operational risk and income volatility.

Risk Management

Risk management is embedded within the governance framework and reviewed regularly by the Management Board.

Key financial and strategic risks include:

- Continued dependency on Welsh Government core funding.
- Sensitivity to fluctuations in commissioned income.
- Cash flow management during periods of income uncertainty.
- Capacity pressures if demand exceeds available resource.

The introduction of a structured infrastructure work programme provides both opportunity and risk. Delivery will therefore be carefully phased and monitored to ensure that commitments remain proportionate to capacity.

Quarterly financial monitoring and regular review of the Risk Register ensure that emerging risks are identified early and managed proactively.

APPENDIX: Year 1 Action Plan – 2022/23

Aim 1: *Deliver trusted core services that support community understanding, collaboration and involvement in the planning system in Wales.*

Objective	Target(s)	Dates	Responsible
1.1. Eight online seminars for CTCS	Devise programme of events to commence in June 2026 and advertise	Q1	CEDO
	Deliver one event per month (hybrid of online and face-to-face events)	Monthly from June 2026	CEx / CEDO / PEO
1.2. Four network events	Devise and deliver one event quarterly (online and face-to-face according to demand)	Quarterly	PEO
1.3. Helpline service	Continue to deliver high-quality helpline service, monitoring and addressing demand as required.	Ongoing	HA / CEx
1.4. Six newsletters	Publish six <i>Planning4communities</i> newsletters	Bi-monthly	CEDO / PEO
1.5. Policy & research input	Respond to relevant consultations	As arising / ongoing	PRWG/Staff
	Consider opportunities to extend PAW research involvement	Q2	PRWG/Staff
1.6. Website guidance	Update and broaden guidance on PAW website	Q4 / as arising	PEO/HA/Vols

Aim 2: *Develop structured guidance and training to strengthen competence in infrastructure planning and complex planning processes.*

Objective	Target(s)	Dates	Responsible
2.1. Deliver a phased three-year programme of infrastructure planning guidance, training and stakeholder insight.	Deliver stakeholder discussion session on understanding the new infrastructure planning process	Q1	CEx / PEO
	Deliver 3 national infrastructure training sessions	Q2–Q4	PEO (lead) / CEx
	Publish Year 1 Insight Note identifying FAQs, confusion points and participation gaps	Q4	CEx (lead) / PEO
2.2. Deliver guidance that helps communities to understand new infrastructure legislation and procedures, including the preparation of effective and relevant representations and participation in examinations.	Publish 2 bilingual guidance notes: Infrastructure Process & Effective Representations	Q1–Q2	CEx (lead) / PEO
	Deliver infrastructure briefing session for helpline volunteers	Q3	PEO / CEx / CEDO
2.3. Explore methods to strengthen engagement with underrepresented groups and young people in planning and infrastructure processes.	Deliver youth engagement session (Youth Parliament / Youth Councils)	Q3	CEx / CEDO
2.4. Integrate digital tools, mapping and visual communication to improve accessibility and understanding of complex planning processes.	Develop 2 interactive infographics (Process Map; Roles & Responsibilities)	Q2	PEO (lead) / CEDO
	Launch Infrastructure web hub and provide quarterly updates	Q1 launch; ongoing	CEx (lead) / CEDO
2.5. Share learning from engagement activity to improve the overall quality of participation in infrastructure planning across Wales.	Develop and publish 2 short explainer videos	Q3–Q4	CEx (content) / CEDO

Aim 3 - Strengthen organisational resilience and sustainability to ensure long-term impact.

Objective	Target(s)	Dates	Responsible
3.1. Maintain financial stability through a balanced income strategy, including delivering on our core grant, whilst exploring and generating alternative sources of income from grants, commissioned work and trading activity.	Maintain quarterly financial monitoring and updated cashflow projections for Board review	Ongoing (Quarterly)	CEx
	Implement and monitor WG core grant uplift and associated infrastructure workstreams	Q1–Q2	CEx
	Continue to explore and develop National Lottery grant bids with UK Planning Aid Network partners	Q1–Q4	CEx
	Generate and deliver Local Planning Authority and Community & Town Council commissions	Ongoing	CEx / PEO
	Raise awareness of PAW's digital engagement services and associated offer	Q2–Q4	PEO / CEx
3.2. Continue to develop in-house digital capability to enhance engagement delivery and widen participation.	Recruit two new Directors with HR and/or marketing expertise	Q2–Q4	CEx / Chair
	Prioritise improved gender balance, disability representation and ethnic diversity in Board recruitment	Q2–Q4	CEx / Chair
3.3 Review and strengthen governance, including broadening Board diversity, skills and succession planning.	Appoint external HR adviser to review and update Employment Handbook	Q1–Q2	CEx / MBEC
	Explore introduction of staff appraisal process in consultation with staff team	Q2	CEx / MBEC
3.4 Support staff development and organisational learning.	Review and update Risk Register and integrate risk oversight into Working Group agendas	Ongoing (Quarterly)	CEx
3.5 Monitor and manage risk effectively.	Implement Communications Strategy to strengthen profile and clarify PAW's role	Q2	PEO (lead) / CEx
3.6 Raise the profile of Planning Aid Wales across the planning and wider public sector.	Review digital systems and online training platform performance; identify improvements	Q3	CEx / CEDO

3.7 Strengthen financial controls, cyber security and fraud resilience across all organisational systems	Implement dual authorisation for all online banking transactions and review payment limits and safeguards with banking provider	Q1	CEx / FAO
	Develop and adopt a formal Financial Controls and Cyber Security Policy, including protocols for payment authorisation and fraud response	Q1	CEx / Board
	Deliver cyber security and fraud awareness training for all staff and Trustees, including refresher training annually	Q2–Q3 (then ongoing annually)	CEx / CEDO
	Undertake a review of banking arrangements, including consideration of alternative accounts with enhanced controls and lower transaction thresholds	Q2–Q3	CEx / MBEC
	Introduce periodic (at least annual) review of internal financial controls and cyber risk as a standing Management Board agenda item	Ongoing (annual review from Q2)	CEx / Board