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Meeting

NORTH WALES CORPORATE JOINT COMMITTEE

Date and Time

1.30 pm, FRIDAY, 20TH MARCH, 2026

Location

Virtual Meeting

Contact Point

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(DISTRIBUTED 12/03/26)

NORTH WALES CORPORATE JOINT COMMITTEE

Council Members

Cllr. Jason McLellan
Cllr. Gary Pritchard
Cllr. Julie Fallon
Cllr. Mark Pritchard
Cllr. Dave Hughes
Cllr. Nia Jeffreys

Denbighshire County Council
Isle of Anglesey County Council
Conwy County Borough Council
Wrexham County Borough Council
Flintshire County Council
Cyngor Gwynedd

Eryri Member

Cllr. Edgar Wyn Owen

Eryri National Park Authority

Constituent Council Chief Executives

Dafydd Gibbard
Dylan Williams
Rhun ap Iared
Neal Cockerton
Helen White
Alwyn Jones
Jonathan Cawley

Cyngor Gwynedd
Isle of Anglesey County Council
Conwy County Borough Council
Flintshire County Council
Denbighshire County Council
Wrexham County Borough Council
Snowdonia National Park Authority

Statutory Officers

Alwen Williams
Dewi Aeron Morgan
Mark Watkins

Corporate Joint Committee Chief Executive
Chief Finance Officer
Monitoring Officer

A G E N D A

1. APOLOGIES

To receive any apologies for absence.

2. DECLARATION OF PERSONAL INTEREST

To receive any declaration of Personal Interest.

3. URGENT BUSINESS

To note any items that are a matter of urgency in the view of the Chair for consideration.

4. MINUTES OF THE PREVIOUS MEETINGS

5 - 16

The Chair shall propose that the minutes of the previous meetings held on 23 of January, 2026, 6 of February, 2026, and 13 of February, 2026 be signed as a true record.

5. APPOINTMENT OF NORTH WALES CJC PORTFOLIO DIRECTOR

Alwen Williams, Chief Executive to confirm the appointment.

6. GOVERNANCE AND AUDIT SUB-COMMITTEE - TERMS OF REFERENCE

17 - 22

Mark Watkins, Monitoring Officer (Interim) to present the report.

7. SOCIAL PARTNERSHIPS DUTY ANNUAL REPORT 2024-25

23 - 29

Alwen Williams, Chief Executive to present the report.

8. TRANSFORMATION AND IMPROVEMENT PROGRAMME UPDATE

30 - 35

Alwen Williams, Chief Executive and Programme SRO and Dave Hole, Programme Lead to present the report.

9. LOCAL GROWTH FUND IN WALES - TRANSITION YEAR (2026/27) PLANNING IN NORTH WALES

36 - 40

Dylan Griffiths, Manager, Shared Prosperity Fund North Wales (Manager, Economic Development Service) Cyngor Gwynedd to present the report.

10. TREASURY MANAGEMENT STRATEGY STATEMENT 2026/27

41 - 49

Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer) and Delyth Jones-Thomas, Investment Manager to present the report.

NORTH WALES CORPORATE JOINT COMMITTEE
23/01/2026

Present: Chair: Councillor Mark Pritchard (Wrexham County Borough Council).

Councillors: Richard Jones (Flintshire County Council), Nia Jeffreys (Cyngor Gwynedd), Julie Fallon (Conwy County Borough Council), Gary Pritchard (Isle of Anglesey County Council), Jason McLellan (Denbighshire County Council) and Edgar Owen (Chair of Eryri National Park Authority).

Chief Executives of Constituent Councils: Dylan Williams (Isle of Anglesey County Council), Rhun ap Iarthur (Conwy County Borough Council), Neal Cockerton (Flintshire County Council), Helen White (Denbighshire County Council), Alwyn Jones (Wrexham County Borough Council) and Jonathan Cawley (Eryri National Park Authority).

Other officers present: Alwen Williams (CJC Chief Executive), Hedd Vaughan Evans (Head of Operations), Dewi Morgan (Chief Finance Officer – Cyngor Gwynedd), Sian Pugh (Assistant Head of Finance – Cyngor Gwynedd), Iwan Evans (Monitoring Officer – Cyngor Gwynedd), Iain Taylor (AMION Consulting), Adam Graham (Senior Transport Officer – Ambition North Wales), Andy Roberts (Regional Strategic Development Planning Officer), David Hole (Programme Manager Operation of the CJC), and Annes Sion (Democracy Team Leader – Cyngor Gwynedd).

Others invited: David Bithell (Wrexham County Borough Council, Chair of the North Wales CJC Strategic Transport Sub-Committee).

1. APOLOGIES

Apologies were received from Cllr Dave Hughes (Flintshire County Council), Dafydd Gibbard (Cyngor Gwynedd) and Claire Incledon (Acting CJC Deputy Monitoring Officer).

Before commencing the meeting Helen White, the new Chief Executive of Denbighshire County Council, was welcomed to her first meeting of this committee.

2. DECLARATION OF PERSONAL INTEREST

The Monitoring Officer and the Statutory Finance Officer noted a declaration of interest should the discussion proceed to discuss their positions in item 5, and that they would leave the meeting.

3. URGENT ITEMS

None to note.

4. MINUTES OF PREVIOUS MEETINGS

It was highlighted that one member had noted that they were against excluding the press and public at the meeting on 7 November, and it was asked that the minutes should be amended to draw attention to this. This was accepted, along with the minutes of the meeting held on 28 November.

5. 2026/27 BUDGET, LEVY AND CONSTITUENT AUTHORITIES AND PARTNER CONTRIBUTIONS

The report was presented by Sian Pugh (Assistant Head of Finance – Cyngor Gwynedd)

RESOLVED

North Wales Corporate Joint Committee

- To approve the budget for 2026/27 as presented in Appendix 1.
- To approve the levy on the constituent authorities as noted in Appendix 1

Growth Deal

- To approve the Growth Deal revenue budget for 2026/27 as presented in Appendix 2.
- To approve the funding contributions which include the partner contributions, local authorities' supplementary contributions and partner interest contributions.
- To approve the Growth Deal's capital budget for 2026/27 as presented in Appendix 3.

DISCUSSION

The report was presented highlighting that it was a statutory requirement for the CJC to approve its budget, and the allocation of the levy to the Councils and the Eryri National Park Authority by 31 January. It was noted that the total expenditure budget for 2026/27 as £2.16m and it was highlighted how it was being funded.

It was explained that the levy, which is allocated to the constituent authorities based on the population, had increased by £112,700 for 2026/27 due to inflation of 3.5% and the additional costs in increasing the capacity of the Monitoring Officer and the Section 151 Officer. It was noted that to further support governance arrangements across the CJC, a recent review indicated the need for a full-time Monitoring Officer and a Section 151 Officer for 3 days a week as we move forward.

It was highlighted that after using the contribution of almost £625k from the reserves for 2026/27, a balance of approximately £800k would remain in reserves.

Looking at the Growth Deal, it was noted that the spending budget for 2026/27 was £2.95m, with £470k funded by partner contributions, £240k by local authority supplementary contributions, £154k by partner interest contributions, £660k from the Growth Deal grant earmarked for the revenue element, £435k from the Growth Deal grant earmarked from the projects and £987k from the resource fund. It was explained that an increase in partner contributions because of a reduction in the employer's pension contribution rate did not offset the outturn adjustment for 2025/26 and the wage inflation objective for 2026/27.

It was detailed that changes in projects in the capital profile had led to an overall increase in the projected cost of borrowing compared to the calculation made for the 2025/26 budget. It was reiterated that some partners were also leading their projects, and therefore the cost of borrowing had been added to their interest contributions.

It was noted in relation to the capital budget of the Growth Deal that the most recent expenditure profile had been identified as part of the appendices, and that it was based on the timetable of the most recent projects. It was added that it was being reviewed as the business cases were being approved.

Thanks were extended for the report, and it was noted that it was self-explanatory. It was asked if the use of reserves was sustainable, as this went from year to year. The need for further consideration was noted when formulating a long-term fiscal strategy. It was expressed that they need to be used as it reduced the need to increase the levy on Local Authorities and the National Park.

6. 2025/26 REVENUE AND CAPITAL POSITION – END OF DECEMBER 2025 REVIEW

The report was presented by Sian Pugh (Assistant Head of Finance – Cyngor Gwynedd)

RESOLVED:

To note and accept the end of December 2025 review for:-

- The Corporate Joint Committee (Appendix 1).
- The Economic Well-being Sub-Committee (Growth Deal), including the reserves position (Appendices 2 and 3).
- Growth Deal Capital Plan (Appendix 4)
- The Regional Skills Partnership (Appendix 5).

DISCUSSION

The report was presented stating that it provided an estimate of the financial position of the CJC. It was stated that they estimated an underspend of £959k this year. It was noted that this was an increase from the £411k projected in the July review. It was explained that this was due to the CJC's success in securing a grant budget from the Welsh Government for the Strategic Development Plan and the implementation of the Joint Committee.

Attention was drawn to the Growth Deal, and it was noted that they estimated an underspend of £618k, which again was an increase of from £281k projected in July. It was expressed that this was due to further underspending in employee spending, additional governing roles, the support services of the accountable body and project headings.

It was noted that a revised capital profile for the Growth Deal indicated a net reduction of £7.46m in expected expenditure for 2025/26. It was reiterated that there was a slippage with some projects, although some were progressing and as a result the underspend had been reduced.

It was expressed that given the Regional Skills Partnership budget the situation would be neutral and funded by a Welsh Government grant along with a reserve.

Thanks were extended for the report and the overspending was highlighted, and it was stated that they understood it was due to a lack of appointment to positions. It was asked whether there was a possibility to reduce the contribution of Local Authorities due to the magnitude of the projected underspend. The response noted that the contributions were set out in a funding agreement signed by all the Authorities. It was stated that the underspend would be placed in specific reserves and would be available to finance deficits such as in the Strategic Planning programme budget. It was explained that the money in reserves had been determined by the members last year and would be discussed again in the end-of-year report to approve the use of the underspend.

Concern was highlighted about the underspend in light of the financial challenges facing Local Government, considering the tight budgets and overspending of frontline services across the region.

It was explained that budgets in the Strategic Development Plan highlighted the use of the reserves to secure a full budget for the 5 years of the Plan. It was highlighted that further information on this matter would be featured in item 9 of today's agenda.

An understanding of the rationale behind putting money in reserves was noted, but that there was a need to ensure that money was not being piled up unnecessarily, and by setting an annual budget without a medium or long term plan, there was a concern that there would be a huge increase in the levy from one year to the next. In response, it was noted that the CJC was a new body and as a result there were unfilled positions. It was emphasised that this report was a forecast and that no decision was being made on the underspend today; this would be decided in the end-of-year report. It was reiterated that the money would be put to specific use over the next few years as the costs of the CJC increased. It was explained that the reserves would hopefully help to keep the levy as low as possible.

A request was made for a comprehensive report for the end-of-year decision, as there were so many concerns about the underspend this year. It was also stressed that there was no certainty what the situation would be following the Welsh Government elections in May.

7. STRATEGIC TRANSPORT SUB-COMMITTEE - TERMS OF REFERENCE AND SELF-ASSESSMENT

The report was presented by the Chair of the Strategic Transport Sub-committee, Councillor David Bithell.

RESOLVED:

To approve the following changes to the Terms of Reference of the Strategic Transport Sub-committee:

- That the requirement to produce a quarterly progress report be replaced by bi-annual reporting.
- That the sub-committee had the delegated power to consider and make recommendations to the CJC on regional transport funding and plan commitments.

To note the feedback from the sub-committee's self-assessment questionnaire.

DISCUSSION

The report was presented noting gratitude for the opportunity to present this as Chair of the Sub-Committee. It was noted that he was reporting back on two reports that had been discussed on 15 December, namely adjustments to the Terms of Reference and reporting back on positive responses received from the Sub-Committee's self-assessment questionnaire.

It was highlighted that the decision sought delegated powers to consider and make recommendations to the CJC on regional transport funding and recently developed plan commitments in the implementation of the Regional Transport Plan. It was explained that

the Welsh Government had shared guidance on the development of the Regional Transport Fund (RTF), which had supported the development of a programme of plans to deliver the Regional Transport Delivery Plan.

Thanks were extended for the report, and it was highlighted that only five members had responded to the self-assessment questionnaire. On behalf of the 6th member it was asked whether a new member had had the opportunity to respond, and whether there was support for new members to be aware of their role and responsibilities. In response, it was noted that the member was new, but that as members they felt there was support but work was continuing to develop to ensure that members received support for their role and responsibilities.

Concerns had been expressed, as in this Committee, of the conflict between work on the Committees and the Sub-committees and their roles locally as Cabinet Members. But it was highlighted that valid points had been raised in the self-assessment, and it was asked whether this would be further reported. It was stated that the response was an internal document to ensure that the necessary support and information was given to members. But as the work progressed there would be a need to look at whether the good practice highlighted could be shared with the Welsh Government.

8. REGIONAL TRANSPORT FUND UPDATE

The report was submitted by Adam Graham, Senior Transport Officer.

RESOLVED:

To note and accept the report.

DISCUSSION

The report was submitted noting that back in November the Joint Committee had approved a draft Plans Programme to be submitted to the Welsh Government. Those plans had been identified and prioritised by the region's Authorities.

Following the submission of the Plans Programme to the Government, it was expressed that comments had been received and a colour rating had been given to each. It had 37 green scores, 43 amber scores and 3 red scores. It was explained that further work had been carried out on plans to respond to the concerns highlighted by the Welsh Government, and they would be submitted again to the Government before the end of the month.

Gratitude was expressed for the report, and it was asked whether the Government had set a response deadline. It was noted in the response that no deadline had been set, but that it would fall prior to the pre-election period and letters would be sent to the Authorities at the start the next financial year.

More information was requested in the report in future as it was too high-level a report and the members and the public required more interpretation.

9. FORMAL SUBMISSION OF THE STRATEGIC DEVELOPMENT PLAN DELIVERY AGREEMENT

The report was submitted by Andy Roberts, Regional Strategic Planning Officer.

RESOLVED:

To formally approve the submission of the SDP Delivery Agreement to the Welsh Government for approval in accordance with Regulation 11(2) of the Town and Country Planning (Strategic Development Plan) (Wales) Regulations 2021.

To provide delegated authority to the Chief Executive of Ambition North Wales in consultation with the Chair of the Strategic Planning Sub-committee to make any minor editorial or formatting amendments to the Delivery Agreement to prepare it for formal submission to Welsh Government.

DISCUSSION

The report was presented noting that the Joint Committee, back in September, had approved the Delivery Agreement for the Strategic Plan ready for submission to the Welsh Government, subject to a decision being made on funding for the Strategic Development Plan. Since that meeting, it had been expressed that the process of setting a budget was underway and that a budget had been set for programme 1 of the delivery programme, without affecting the levy. It was emphasised that the submission of the Delivery Agreement to the Government committed the CJC to complete the Plan within 5 years.

The cost of producing the SDP was estimated at £3.276m over the five-year process, or an initial average of £655,272 per annum. However, after considering the revenue overspend, a budget of £597,650 was proposed. It was explained that the position reached with the budget in terms of the very limited impact on the Local Authority levy was a significant achievement, providing the certainty that Members were looking for, and the potential to repeat this at least, as part of the budget-setting exercise for 2027/28. Although a Medium-Term Financial Strategy had not yet been agreed for the CJC, this position was considered to be the best that could be achieved for next year, providing the assurances required to commit to formally submitting the SDP Delivery Agreement for approval by Welsh Ministers.

Thanks were given for the report, and it was noted that this requirement was statutory, and therefore funding was mandatory. It was highlighted that a second look at the budget indicated that they were committed to being as efficient as possible, moving forward. It was reiterated that the Medium-Term Financial Plan would be submitted in the autumn.

10. NORTH WALES INNOVATION PARTNERSHIP FUND

The report was presented by Alwen Williams, Chief Executive and Iain Taylor, AMION Consulting.

RESOLVED:

To approve the Terms of Reference attached to this report as Appendix 1.
To submit an Expression of Readiness for a North Wales Local Innovation Partnership Fund proposal.

DISCUSSION

The report was presented noting that, last summer, the Joint Committee had welcomed proposals for the North Wales Innovation Board. It was noted that the initial discussion with the Innovation Board Working Group had considered how a focused board could bring expertise and guidance on innovation themes. The Government had since announced its intention to administer funding for a UK-wide programme of Local Innovation Partnerships.

It was therefore expressed that this report brought these two plans together to be able to present an Expression of Readiness, in the hope that an offer would be made to the CJC inviting the region to prepare a proposal to support innovative plans for north Wales over a period of five years. It was explained that it was significant for the North to develop a structure to look at innovation and push and drive this across the region.

The meeting commenced at 12.00 and concluded at 12:30.

(Chair)

EXTRAORDINARY MEETING OF THE NORTH WALES CORPORATE JOINT COMMITTEE
06/02/26

Present:

Councillors: Councillor Mark Pritchard (Wrexham County Borough Council) (Chair)
Councillor Jason McLellan (Denbighshire Council) (Vice-chair)

Dave Hughes (Flintshire County Council), Nia Jeffreys (Cyngor Gwynedd), Gary Pritchard (Isle of Anglesey County Council) and Edgar Owen (Chair of Eryri National Park Authority).

Chief Executives of Constituent Councils: Dafydd Gibbard (Cyngor Gwynedd), Rhun ap Iareth (Conwy County Borough Council), Helen White (Denbighshire County Council) and Richard Weigh (Wrexham County Borough Council).

Other officers present: Alwen Williams (CJC Chief Executive), Hedd Vaughan Evans (Head of Operations), Dewi Morgan (Chief Finance Officer), Sian Pugh (Assistant Head of Finance), Iwan Evans (Monitoring Officer), Mark Watkins (Interim Head of Legal Services), Claire Incedon (Deputy Monitoring Officer) and Rhodri Jones (Democracy Services Officer).

1. APOLOGIES

Apologies were received from:

- Councillor Julie Fallon (Conwy County Borough Council)
- Dylan Williams (Isle of Anglesey County Council)
- Alwyn Jones (Wrexham County Borough Council) with Richard Weigh deputising.

2. DECLARATION OF PERSONAL INTEREST

A declaration of personal interest for Item 4 was received from the Interim Head of Legal Services. It was noted that it was a prejudicial interest and he withdrew from the meeting for the discussion.

It was confirmed that it was not appropriate for the Monitoring Officer to declare an interest during this meeting as he had formally stepped down from the post prior to this meeting. It was explained that he would be available to provide advice during the meeting should any legal issues arise as part of the discussion.

The Monitoring Officer was thanked for his detailed and fair work. Thanks were expressed to him for being balanced, impartial and consistent and it was noted that his contribution had been very valuable to the development of the North Wales Corporate Joint Committee. It was acknowledged that the role of the Monitoring Officer can be a challenging one, and he was thanked for being firm in his stance and legal knowledge on all occasions.

3. URGENT ITEMS

None to note.

4. APPOINTMENT OF AN INTERIM MONITORING OFFICER

The report was submitted by the Chief Executive.

RESOLVED:

To approve the appointment of Mark Watkins as interim Monitoring Officer.

DISCUSSION

It was reported that the North Wales Corporate Joint Committee had a duty to appoint a Monitoring Officer in accordance with Section 5 of the Local Government and Housing Act 1989 (as amended by Regulation 7 of the Corporate Joint Committees (General)(No.2)(Wales) Regulations 2021).

It was explained that the role had been carried out by Iwan Evans on a part-time basis since 2019, as he was also a Monitoring Officer and Head of Legal Services at Cyngor Gwynedd. However, it was stressed that this arrangement was no longer sustainable as the responsibilities and operation of the North Wales Corporate Joint Committee had grown significantly resulting in an increase in the legal support and advice required.

Potential risks that may arise if the current arrangement were to be modified were highlighted such as; lack of overall capacity, the potential for conflicts of interest as well as risks in ensuring independence, accountability, resilience and impartiality.

It was noted that the North Wales Corporate Joint Committee had secured a budget for this role when agreeing the 2026/27 budget at its meeting on 23 January 2026. It was proposed that an experienced individual undertake the post on an interim basis, to ensure continuity of activities and to ensure that risks would be managed, until a permanent appointment was made. It was confirmed that Mark Watkins had been identified as an appropriate individual for the interim role as he had fulfilled the same role for the Cardiff Capital Region Corporate Joint Committee. It was noted that he had been contracted with the North Wales Corporate Joint Committee since 2 February 2026 as a locum to ensure the smooth transfer of statutory responsibilities and functions.

Sincere thanks were expressed to the Monitoring Officer for his continued and tireless support in all aspects of the work of the Joint Committee.

During the discussion, the following observations were noted:

Thanks to the Monitoring Officer for all his support were reiterated.

It was noted that the report asked members to consider the appointment of Mark Watkins as Monitoring Officer, and that it did not confirm that it was an interim appointment. In response, it was stressed that it was an interim appointment that was to be considered during this discussion and meeting, with a permanent appointment to be made in the future.

Reference was made to the job description, emphasising the importance of having a discussion on language skills when a permanent appointment was made in the future. It was agreed that this discussion was an important one ensuring that it would be a consideration in the appointment of a Monitoring Officer on a permanent basis. The Chief Executive added that creating the job description would be one of the responsibilities of the interim Monitoring Officer, stressing that the linguistic element would be an important part of it. It was also clarified that the appointment of a permanent Monitoring Officer was planned relatively quickly, noting that this temporary appointment gave the freedom to ensure time so that the correct appointment was made for the benefit of the North Wales Corporate Joint Committee.

The meeting started at 11:45 and ended at 12:00.

(Chair)

EXTRAORDINARY MEETING OF THE NORTH WALES CORPORATE JOINT COMMITTEE
13/02/26

Present:

Councillors: Councillor Mark Pritchard (Wrexham County Borough Council) (Chair)
Councillor Jason McLellan (Denbighshire Council) (Vice-chair)

Julie Fallon (Conwy County Borough Council) Dave Hughes (Flintshire County Council), Nia Jeffreys (Cyngor Gwynedd), Gary Pritchard (Isle of Anglesey County Council) and Edgar Owen (Chair of Eryri National Park Authority).

Chief Executives of Constituent Councils: Jenny Williams (Conwy County Borough Council), Dylan Williams (Isle of Anglesey Council), Jonathan Cawley (Eryri National Park).

Other officers present: Alwen Williams (CJC Chief Executive), Nia Medi Williams (Operations and Resources Manager), Mark Watkins (Monitoring and Governance Officer), Dewi Morgan (Head of Finance) and Annes Sion (Democracy Team Leader - Cyngor Gwynedd).

1. APOLOGIES

Apologies were received from: Rhun ap Gareth (Conwy County Borough Council), Helen White (Denbighshire County Council), Neal Cockerton (Flintshire County Council) and Dafydd Gibbard (Cyngor Gwynedd).

2. DECLARATION OF PERSONAL INTEREST

No declarations of personal interest were received.

3. URGENT ITEMS

None to note.

4. EXCLUSION OF PRESS AND PUBLIC

RESOLVED to exclude the press and public from the meeting during the discussion on the following item due to the likely disclosure of exempt information as defined in paragraph 12, Section 4, Schedule 12A, Local Government Act 1972.

This paragraph applies as the report contains information about specific individuals who have the right to privacy. There is no public interest that calls for disclosing personal information about these individuals. Consequently, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

5. APPOINTMENT OF PORTFOLIO DIRECTOR - SHORT-LISTING

Alwen Williams (Chief Executive) reported that 16 applications had come to hand. It was expressed that 3 of the applications met the requirements of the post.

It was proposed and seconded to short-list three candidates.

RESOLVED TO SHORT-LIST THREE CANDIDATES FOR INTERVIEWS FOR THE POST OF PORTFOLIO DIRECTOR.

In elaborating on the next steps, it was highlighted that the candidates would be invited to participate in a series of online exercises and with business psychologists. It was added that an Assessment Centre would be held. Feedback from candidates' responses and performance in the exercises and assessment centre would be presented verbally to the Corporate Joint Committee on the day of the interviews.

The meeting started at 11:00 and ended at 11:45 am

(Chair)

NORTH WALES CORPORATE JOINT COMMITTEE

20 March 2026

TITLE: Governance and Audit Sub-Committee - Terms of Reference

AUTHOR: Mark Watkins, Monitoring Officer (interim)

1. PURPOSE OF THE REPORT

- 1.1. To consider the position on quorum and the ability of the sub-committee to transact its legislative function.

2. DECISION SOUGHT

- 2.1. To approve the following changes to the Terms of Reference of the Governance and Audit sub-committee:
- That the quorum for the Governance and Audit Sub-Committee shall be 7 members with at least one Lay Member in attendance.

3. REASON FOR THE DECISION

- 3.1. The Governance and Audit sub-committee was convened on 9 December 2025, and met again on 13 January 2026. In both circumstances considerable officer time was spent to secure attendance to meet the quorum requirements, and issues with quoracy arose at both meetings.
- 3.2. The North Wales Corporate Joint Committee Regulations 2021 state that *“no business is to be transacted in relation to a matter to be decided... unless ... no fewer than 70% of the persons entitled to vote are present”*. Membership of the Sub-Committee (excluding substitutes) consists of 9 members – 6 Council Members and 3 lay Members, all of whom are entitled to vote. The Terms of Reference provide that *“The quorum for the governance and audit sub-committee shall be 7 members with at least one member present from each Constituent council and at least one Lay Member”*.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The Membership of the Governance and Audit Sub-Committee must be at least one third lay members, and at least two thirds membership from the constituent councils. Each Council is represented through a designated Member from their Governance and Audit committees. Substitute Council Members have also been co-opted on the basis that they attend if the designated Member is unavailable, bringing the total pool of Council membership to twelve representatives. The three co-opted lay members are currently drawn from constituent Councils' governance and audit committees.

- 4.2 The legislative position is that in order for business to be transacted 70% of the total (being the core membership – for clarity this excludes substitute members) of nine appointed members must be in attendance. However the Terms of Reference qualify attendance to secure attendance from a representative from each Council. The intention behind this was to ensure parity and fairness across the region. The position to date however is that it has been difficult to secure quorum. Officers have considered a number of options to find a solution to ensure that future meetings are quorate, and have concluded that the removal of the requirement of attendance by a representative of each Authority provides the best workable solution.
- 4.3 The quorum must remain at 7 to meet the legislative requirement but removing the requirement for attendance by elected member from each constituent Council should make it easier to achieve quoracy. This will provide a solution to the current quorum problem, ensuring that Sub-Committee business can be transacted.
- 4.4 It is not considered that there should be any change in approach to the numbers of lay members to sustain the one-third representation by individual members. Lay Members are not representative of any body and are nominated on individual basis in relation to their skill set.
- 4.5 Members are advised through the Forward Work Programme of future meeting dates and diary invites are sent well in advance. It is incumbent on each Member to attend meetings and if they are unable to attend to inform Democratic Services as soon as possible. For Council Members unable to attend they should arrange for their substitute to attend and inform the relevant officers.

4.6 Options considered

In considering how to address the recurring difficulties with achieving a quorum, officers have considered the following options:

- a) No change to the Terms of Reference and continue to seek to secure quorum through improved diary planning, engagement and use of substitutes (where available).
- b) Reduce the quorum number below seven. This is not recommended because the legislative position requires that no fewer than 70% of those entitled to vote must be present, and based on a core voting membership of nine, this equates to seven.
- c) Retain quorum at seven but remove the additional qualifier requiring attendance by a representative from each constituent council (recommended). This retains compliance with the statutory threshold whilst removing the locally imposed element that has proved difficult to satisfy in practice.
- d) Restructure the committee's membership (e.g. altering the size of the core voting membership) to change the mathematical impact of the 70% rule. This is a more fundamental change, would take longer to implement.

4.7 Advantages and disadvantages of the recommended option

Advantages

- 4.7.1 The proposal is a targeted change which removes an additional representational requirement that is not necessary to meet the statutory 70% attendance threshold.

- 4.7.2 It improves the Sub-Committee's ability to meet and transact business, supporting the discharge of its statutory governance and audit functions.
- 4.7.3 It retains the existing safeguard that at least one Lay Member must be in attendance for meetings to be quorate.
- 4.7.4 It reduces the risk of repeated inquorate meetings and the associated officer time, cost and reputational impact.

Disadvantages / trade-offs

- 4.7.5 Removing the requirement for attendance by a representative from each constituent council means that, on occasion, business could be transacted at a meeting where not all constituent councils are represented.
- 4.7.6 There is a perception risk that decisions are being taken without full geographic representation, notwithstanding that all members continue to have the same access to papers and the ability to attend and vote when present.

4.8 Key risks and mitigations

- 4.8.1 Risk: Reduced representation at individual meetings.

Mitigation: Meeting dates will continue to be scheduled and circulated well in advance and diary invites, and attendance will be actively managed through member engagement and timely use of substitutes where a designated council member cannot attend.

- 4.8.2 Risk: Reputational risk if significant items are considered when a council is unrepresented.

Mitigation: The Chair will be supported to exercise appropriate discretion on agenda planning and (where appropriate) deferral of high-impact items to meetings where attendance is stronger, without reintroducing a rigid representational quorum condition.

4.9 Monitoring and review

- 4.9.1 If the CJC approves the revised quorum wording, officers will monitor attendance and quoracy over the remainder of 2026/27 and will report back to the CJC if further adjustments are required, including any issues arising from continued vacancies or persistent non-attendance.

5. FINANCIAL IMPLICATIONS

- 5.1. There are no financial implications arising out of this report.

6. LEGAL IMPLICATIONS

- 6.1. The legal and governance implications are addressed in the body of the report.

APPENDICES:

Appendix 1: Governance and Audit sub-committee – Terms of Reference.

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“A functional Governance & Audit Sub-Committee is essential to the CJC’s system of internal control and public accountability. The repeated inability to achieve quoracy materially weakens the CJC’s assurance arrangements. The proposed amendment is targeted and proportionate, preserving the statutory attendance threshold while removing an additional qualifier that has proven to be a barrier to the Sub-Committee transacting business. This should be progressed alongside continued work to improve engagement, forward planning, training/induction and timely recruitment to maintain the required lay member composition.”

ii. Statutory Finance Officer:

“The issue at hand with regards to quoracy needs to be addressed so that the Governance & Audit Sub-Committee can fully implement its essential role within the governance of the Corporate Joint Committee.

I have no objections to the decision sought.”

TERMS OF REFERENCE [showing required amendments as track changes]

The Governance and Audit Sub-Committee

The North Wales CJC is required to establish a sub-committee to be known as the Governance and Audit Sub-Committee in accordance with paragraph 16(1) CJC Establishment Regulations 2021.

(It is noted that in local government legislation this is referred to as a 'governance and audit committee', however as the North Wales CJC is itself a committee it is appropriate to refer to it as a sub-committee in relation to CJs.)

Functions

The sub-committee is responsible for fulfilling the following statutory functions under Section 81 of the Local Government Measure (Wales) 2011 as amended. The terms of reference of the sub-committee are set out in the CJC Establishment Regulations which state that the governance and audit sub-committee must:

- a) review and scrutinise the CJC's financial affairs,
- b) make reports and recommendations in relation to the CJC's financial affairs.
- c) review and assess the CJC's risk management, internal control, performance management and corporate governance arrangements,
- d) make reports and recommendations to the CJC regarding the adequacy and effectiveness of those arrangements,
- da) review and assess the CJC's ability to handle complaints effectively,
- db) make reports and recommendations in relation to the CJC's ability to handle complaints effectively,".
- e) oversee the CJC's internal and external audit arrangements
- f) review any financial statements prepared by the CJC.
- g) exercise such other functions as the CJC may specify

The sub-committee will undertake further functions under Chapter 1 of Part 6 of the Local Government and Elections (Wales) Act 2021 (performance and governance of principal councils).

The committee will also be responsible for fulfilling the following functions:-

- (i) to promote internal audit, establishing a timetable to conduct review control, develop an anti-fraud culture and review financial operations;
- (ii) to consider observations and concerns on individual services at a county level, on the basis of reports by CJC officers or the Auditor General for Wales and monitor the response and actions on the recommendations and findings.

Membership

Members of a CJC Governance and Audit Sub-Committee cannot be a member of the CJC, a member of the executive of a constituent council or a co-opted member (co-opted member in this case means a person co-opted on to the CJC, or to participate in activities of the CJC, other than the Governance and Audit Sub-Committee).

Membership of the Governance and Audit Sub-Committee must be at least one third lay member and at least two thirds membership from the constituent councils. The appointment(s) will be made by the North Wales CJC.

The Chair of the Governance and Audit Sub-Committee must be a lay member. The Governance and Audit Sub-Committee should be established by the CJC comprising of lay members to be drawn from constituent councils' governance and audit committees (or externally advertised if this is not possible) and members from each constituent council. The Governance and Audit Sub-Committee may not exercise its functions if the membership contravenes these requirements.

Guidance of the Welsh Ministers

The Governance and Audit Sub-Committee must have regard to any guidance given by the Welsh Ministers under Section 85(1) Local Government (Wales) Measure 2011.

Quorum

The quorum for the governance and audit sub-committee shall be 7 members with at least one Lay Member in attendance.

Standing Orders

2.22 Governance and Audit Sub-Committee

2.22.1 The CJC must establish a sub-committee (known as the Governance and Audit Sub-Committee)

2.22.2 The Terms of Reference of the Governance and Audit Sub-Committee are set out in Part 4 of this Section 5 and those terms of reference may be amended by the CJC from time to time within statutory requirements.

2.22.3 The membership of the Governance and Audit Sub-Committee shall consist of 9 Members 6 of whom shall be elected members drawn from and nominated by the Governance and Audit Committees of each of the 6 Constituent Councils and 3 of whom shall be Lay Members.

Meetings

2.23 The Governance and Audit Sub-Committee are required to meet once every calendar year as a minimum.

NORTH WALES CORPORATE JOINT COMMITTEE

20th March 2026

TITLE: Social Partnership Duty Annual Report 2024-25

AUTHOR: Alwen Williams, Chief Executive

1. PURPOSE OF THE REPORT

- 1.1. The purpose of this report is to seek Member approval for the Social Partnership Duty Annual Report 2024-25 to be submitted to the Social Partnership Council.

2. DECISIONS SOUGHT

- 2.1. That Members approve the Social Partnership Duty Annual Report 2024-25 for publication and submission to the Social Partnership Council.

3. REASON FOR THE DECISION

- 3.1. The Social Partnership and Public Procurement (Wales) Act 2023 (The 'SPPP Act') requires the North Wales Corporate Joint Committee (NWCJC), as a public body, to produce an annual report to evidence how they have complied with the Social Partnership Duty for the purposes of improving economic, environmental, social, and cultural well-being (including by improving public services) in Wales, as part of the well-being duty in section 3(1) of the Well-Being of Future Generations Act 2015 . This report must be submitted to the Social Partnership Council (SCP).
- 3.2 Section 18 of the SPPP Act provides that social partnership reports fulfil the following requirements:
- i. A public body must prepare, in respect of each financial year, a report of what it has done to comply with the duty.
 - ii. The report must be agreed with the public body's recognised trade unions or (where there is no recognised trade union) other representatives of its staff or contain a statement explaining why it was not agreed.
 - iii. The public body must publish the report, and submit it to the SPC, as soon as reasonably practicable after the end of the financial year.
- 3.3 The SPPP Act does not provide a template for the Annual Report. This report aligns with the host authority Cyngor Gwynedd during the report period for 2024/25.

4. BACKGROUND

- 4.1. The Social Partnership and Public Procurement (Wales) Act 2023 (“SPPP Act”) fulfils the Welsh Government’s commitment to placing social partnership on a statutory footing in Wales. On **1 April 2024** the new Social Partnership Duty (“the Duty”) on public bodies came into force in Wales. The Duty is set out in sections 15, 16 and 18 of the SPPP Act. It complements existing well-being duties to which certain public bodies are already subject to under Part 2 of the Well-being of Future Generations (Wales) Act 2015 (“WFG Act”).
- 4.2 The SPPP Act 2023 requires the NWCJC, in carrying out sustainable development, in so far as is reasonable, to seek consensus or compromise with their recognised trade unions, when setting their well-being objectives (in line with the Well-being of Future Generations (Wales) Act 2015) and making decisions of a strategic nature about the reasonable steps they intend to take to deliver those objectives set.
- 4.3 Section 16(2) of the Act sets out several specific requirements relating to the Duty, which the NWCJC must comply with when ‘seeking consensus or compromise’. The requirements are intended to ensure that trade unions are fully and properly involved when a public body sets its well-being objectives, or when making strategic decisions. It states that: in order to seek consensus or compromise, a public body must include its recognised trade unions or other representatives of its staff in the process of setting objectives or making decisions, by (in particular):
- i. consulting them at a formative stage of the process, and
 - ii. otherwise involving them throughout the process by:
 - a. providing sufficient information to enable them to properly consider what is proposed, and
 - b. providing sufficient time to enable them to adequately consider what is proposed and respond.

5. OUR APPROACH

- 5.1. In preparation for this legislation and annual report we attended a presentation by the Social Partnership team at a CJC regional forum. A separate individual session was held to explore requirements. We have also met with colleagues from Cyngor Gwynedd Business Support and HR to align their report as host authority at the time.
- 5.2 This inaugural Annual Report for 2024-25 has taken into consideration NWCJC pre-transfer arrangements of the Portfolio Office Management staff prior to TUPE transfer, and recruitment and retention of staff to support the CJC through operational change through engagement and co-operative ways of working to support the NWCJC following transfer on 1st April 2025. All management and staff support was provided by the host authority, Cyngor Gwynedd through its HR services. The HR Services Lead provided the lead contact directly with Trade Unions.
- 5.3 This report therefore reflects:
- i. The maturity of the organisation during this reporting period.
 - ii. Pre TUPE transfer of staff
 - iii. The requirement to develop, consult Trade Unions and publish Well-being objectives and any identified decisions of a strategic nature in delivering those objectives

- iv. The requirement to provide training for Officers
- 5.4 The CJC is now engaged with trade unions to establish a formal relationship, which will support the development of future iterations of the annual report.
- 5.5 Further to the transfer of staff and assets into the NWCJC on 1 April 2025 there will be a step change for 2025-26 reporting in relation to the CJC's social partnership duty and socially responsible public procurement duty.
- 6. FINANCIAL IMPLICATIONS**
- 6.1. There are no financial implications of this report.
- 7. LEGAL IMPLICATIONS**
- 7.1. The legal implications are addressed in the body of this report.

APPENDICES:

Social Partnerships Duty Annual Report 2024-25

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“The relevant legislation here requires public bodies to involve recognised trade unions or staff representatives when setting well-being objectives and when making strategic decisions about the steps to deliver those objectives, and to publish an annual report outlining how the duty has been discharged.

This report represents the North Wales Corporate Joint Committee's inaugural report under the Act. It reflects the organisational arrangements in place during the reporting period, including the role of the host authority in providing HR support prior to the transfer of staff to the CJC. Members should note that the report therefore reflects a developing organisational position and that future reports are likely to provide more detailed evidence of the application of the duty as the organisation matures.

Subject to confirmation of involvement with recognised trade union representatives in accordance with the requirements of the Act, I am satisfied that the report meets the statutory reporting requirements.”

ii. Statutory Finance Officer:

“No comments to add from the perspective of financial propriety.”

Social Partnership Duty Annual Report

North Wales Corporate Joint Committee

April 2024 – March 25

1. Introduction

- 1.1 This inaugural report of the North Wales Corporate Joint Committee (NWCJC) will outline its initial assessment of compliance with the Social Partnership Duty during its pre-transfer stage prior to 1st April 2025 for the year 2024-25.
- 1.2 The Social Partnership and Public Procurement (Wales) Act 2023 (the "SPPP Act"), which came into force on 1 April 2024, requires public bodies to produce an annual report to show how they have complied with the Social Partnership Duty established by the Social Partnership and Public Procurement Act.
- 1.3 The Social Partnership Duty requires the NWCJC to seek a consensus or compromise with their recognised trade unions, when they:
 - i. their well-being objectives; and
 - ii. determine make strategic decisions about the reasonable steps they intend to take to achieve those objectives.
- 1.4 Section 16(2) of the Act sets out a number of specific requirements relating to the Duty, which a public body must comply with when "seeking a consensus or compromise".
- 1.5 To seek a consensus or compromise, a public body must involve its recognised trade unions or other representatives of its staff in the process of setting objectives or making decisions, by (specifically):
 - i. consulting with them in the early stage of the process, and
 - ii. including them throughout the process by:
 - a. providing sufficient information for them to be able to give due consideration to what is proposed, and
 - b. providing sufficient time for them to consider what is proposed and respond appropriately.
- 1.6 According to Section 18 of the Act:
 - i. A public body must prepare, for each financial year, a report of what it has done to comply with the duty.
 - ii. The report must be agreed with recognised trade unions or include a statement explaining why it was not agreed.
 - iii. The public body must publish the report, and submit it to the Social Partnership Council, as soon as reasonably practicable after the end of the financial year.

2. Background

- 2.1 In addition to duties under the Social Partnership and Public Procurement (Wales) Act, there are requirements within other Acts such as the Well-being of Future Generations Act and the Local Government and Elections Act to consult with different cohorts (including staff).

2.2 It is important to note for the purposes of this report that during the period of this report there were no staff permanently employed within the NWCJC. Prior to 1 April a considerable amount of preparation was undertaken to secure the transfer of the Portfolio Management Office (PMO) staff, along with funding and assets. The work was supported by the host Authority, Cyngor Gwynedd, who provided staff to undertake key statutory and back-office functions, and to deliver the transfer. Following the transfer the CJC will recruit its Chief Executive and commence implementation of its transformation plan including recruitment of staff.

2.3 The PMO and NWCJC is hosted by Cyngor Gwynedd, where a Liaison Group between the Council and the trade unions has been established /operational for a number of years, to reinforce the healthy relationship that has largely existed for more than a decade. This forum meets approximately every 6 weeks. The aim of this group is to place emphasis on maintaining good working relationships between the Council and the Trade Unions, proactively discussing and resolving constituent employment issues, as well as handling and discussing the development of local working conditions and other employment initiatives. The meetings are chaired by the Human Resources Service Manager and include representation from the Council (HR Service Manager, Health, Safety and Well-being Service Manager, human resources officers) and representatives from the Trade Unions (GMB, UNISON and Unite).

2.4 The trade unions recognised by our host authority Cyngor Gwynedd are:

- GMB
- UNISON
- Unite

2.5 Consultation with those Trade Unions referenced in 2.4 was undertaken as part of the transfer process through HR Services at Cyngor Gwynedd. Extensive communication and support were provided to those staff who were caught within TUPE, and included collaborative work on terms and conditions, benefits and the development of the CJC's pay policy. Post transition, the NWCJC is developing its staffing cohort and partnerships along with its relationship with trade unions.

3. How we met/complied with the Social Partnership Duty

3.1 The NWCJC has yet to produce its Well-being Objectives which will form part of any future Corporate Plan agreement. Following transfer and ability to recruit key resources, this work will be undertaken in consultation with the Commissioners office and our partners.

3.2 We developed positive partnership working to support a successful transfer of the PMO having worked with Cyngor Gwynedd HR Services Manager in partnership with Trade Unions.

3.3 We actively participated (where required) in the corporate Liaison Group between Cyngor Gwynedd and the trade unions, which meets approximately every 6 weeks to discuss employment issues.

3.4 Through a formal Service Level Agreement post transfer the inclusion of trade union engagement will be facilitated by HR services.

3.5 It is accepted that our approach to the Social Partnership will be further developed in 2025/26 as it remains a process of learning and evolving. This will include:

- Our goal is to embed the principle of social partnership in everything we do. As part of this commitment over the next year we will put steps in place to strengthen our contribution, including:

- Appointing a Chief Executive, as referenced above, along with senior managerial positions and key officers to meet statutory requirements.
- Raising awareness of the requirements arising from the SPPP Act to provide opportunity to develop how we meet the requirement.
- Provide learning and development of the duty for officers through Learning@Wales to promote this awareness across the organisation.
- Establish a direct forum between the NWCJC and Trade Union representatives to promote collaboration and address workforce challenges effectively.
- Recruit resource capacity and capability to develop Wellbeing Objectives for consideration by key stakeholders.
- Proactively engage with staff and unions in the process of developing the Wellbeing Objectives.
- Actively involve staff and the unions in the future drafting process of the review of the NWCJC Corporate Plan by sharing a draft and allowing them to submit recommendations and comments for consideration by the NWCJC prior to adoption. (date TBC)
- Engage with peer organisations, other public sector bodies and relevant networks to promote learning and access and embed sector best practice.

NORTH WALES CORPORATE JOINT COMMITTEE

20 March, 2025

TITLE: Transformation and Improvement Programme Update

AUTHOR: Alwen Williams, Chief Executive and Programme SRO
Dave Hole, Programme Lead

1. PURPOSE OF THE REPORT

- 1.1. To update Members on progress at the conclusion of the current programme for 2025/26 and the ongoing revised programme for 2026/27.

2. DECISION SOUGHT

- 2.1. To note the progress and challenges of the 2025/26 programme for year 1 post transfer.
- 2.2. To note the programme for 2026/27.
- 2.3. Directs that a further report be presented at the 6-month stage of the 2026/27 programme subject to confirmation of the Municipal Calendar committee dates being agreed at the CJC in June 2026.

3. REASON FOR THE DECISION

- 3.1. To support good governance and corporate accountability it is important that the CJC is regularly updated of the programme of transformation and continuous improvement delivery. The CJC continues to implement a range of products and projects introducing significant business change as the organisation develops its operating model to meet current and future demand. This will require the ongoing development of a multi-year programme aligned to the CJs required vision and objectives.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The CJC has full operating status, meaning that it can function as a corporate entity, can employ people, and has in place the necessary governance arrangements. This provides the primary framework of governance which will enable the CJC to function as a public authority across all its functions.
- 4.2. Following the transfer of the of the Growth Deal, its funding and staff into the CJC on the 1st April 2025 and under the adopted brand of Ambition North Wales (ANW) a revised programme was created for 2025/26. This included a significant range of projects, products and ongoing continuous improvement carried forward from pre-transfer and new delivery. A report was taken to the CJC in June 2025 to outline the programme, where it was acknowledged that it

was ambitious, but necessary to identify in advance of a new CEO being appointed, and to continue momentum of the delivery programme.

- 4.3. The new ANW Chief Executive was appointed in June 2025 and will act as the Senior Responsible Owner (SRO) accountable for the programme's ongoing transformation. It was agreed by the Programme Board to rebrand the programme from 'Implementation' to 'Transformation and Improvement' to reflect the current and likely emergent scope of delivery post transfer.
- 4.4. An update was provided to members at the CJC in November 2025 by the Chief Executive and Programme SRO outlining the challenges but also recognising progress being made despite these challenges.
- 4.4. The programme recognises that change is not only constant but important for ANW as a regional public body to meet statutory guidance and legislation. The programme reflects the ability to manage specific change/improvement where any focus will be on specific processes and practices. The transformation as a whole programme will redefine the organisation requiring a broader deeper shift, including its culture and operations, over many years reacting to current and future internal and macro environment challenges.
- 4.5. Programmes are temporary organisations established to deliver outcomes often over several years through a range of agreed projects delivering new capability. Temporary programmes of this nature often require a hybrid model of resource to ensure success. This commitment to delivering complex change within a new entity is often a challenge and learning journey for internal resource capacity and should require support from a mix of interim or consultancy support at various stages of its lifecycle.

5. 2025/26 PROGRAMME PROGRESS TO DATE

- 5.1. The 2025/26 programme will conclude at the end of March 2026. Any delivery not completed will move to the 2026/27 programme. The programme has continued to be challenging, complex and human resource dependent from both the ANW and Cyngor Gwynedd. This also includes a level of certainty commencing projects in a complex stakeholder engagement environment as well as operating within financial constraints. It has continued to be challenging to make significant progress. Key challenges since the November 2025 report include:
 - i. Ongoing recruitment of CJC resource within challenging market conditions in particular procurement as an example
 - ii. Service Level Agreement completion and approval by both parties remains a matter for formal agreement albeit services are being provided and budget was agreed by the CJC in January 2026
 - iii. Ongoing capacity of resource to focus on ANW transformation and improvement in addition to BAU operational activity remains a challenge whilst we await further recruitment
 - iv. Workstream (functional) leads are primarily 'non-technical' project managers
 - v. Delays through Workstream lead(s) leaving Cyngor Gwynedd
 - vi. Budget constraints are managed carefully and influence any prioritisation of projects within the programme
 - vii. External factors affecting organisational change such as the findings of the CJC prospectus and governance review

viii. Partner support to meet deadlines and progress projects

5.3. Despite the current challenges outlined the programme has continued to make progress. Below is a summary of achievements which have or are expected to have started or have been completed by the end of this year:

- i. CEO appointed
- ii. CJC Interim Monitoring Officer appointed
- iii. Portfolio Director appointment process being finalised
- iv. Appointment of operational resources
- v. Governance and Audit Committee established
- vi. Joint Overview & Scrutiny Committee development
- vii. Social Partnership Duty Annual Report 2024/25 published
- viii. 2025/26 Pay Policy published
- ix. Pension implementation completed
- x. Year 1 Welsh Government grant funding received to develop capacity and capability for ANW
- xi. ANW website launched
- xii. Staff benefits regional development commenced
- xiii. New ANW HR policy development commenced
- xiv. Ongoing constitutional review
- xv. Sarn Mynach building lease arrangements for CJC being finalised
- xvi. Procurement contract novation's completed
- xvii. Internal Audit Charter published
- xviii. Transfer of existing Growth Deal funding agreements being finalised
- xix. Welsh Language Standards Review being finalised
- xx. Register of Interest being finalised for publication
- xxi. Financial contract – PS Tax being finalised
- xxii. Banking – Corporate cards being finalised

6. 2026/27 PROGRAMME SUMMARY

6.1 The programme has been shaped following prioritisation and assessment of risk exposure. Key prioritisation and decision principles included:

- i. Compliance
- ii. Finance
- iii. Staff capacity and capability readiness (including recruitment)

6.2 A summary of 'priority' delivery of the new ANW programme delivery for 2026/27:

Organisation & culture

- i. Portfolio Director appointed and onboarded to ANW
- ii. Monitoring Officer and legal resource appointments
- iii. Section 151 and finance resource appointments
- iv. Comms team resource and consultancy appointments
- v. Key Officer appointments to support delivery of the transport and SDP programmes
- vi. Service Level Agreement (SLA) formally established with Cyngor Gwynedd
- vii. Service Level Agreement CJC funded resource recruited by Cyngor Gwynedd

Strategy & Policy

- i. Corporate Policies delivered
- ii. Corporate Policies operationalised
- iii. Corporate Plan development
- iv. Vision Statement
- v. Well-being statement (including objectives)
- vi. Welsh Language Standards Annual report
- vii. Social Partnership Duty Annual Report 2025/26
- viii. Medium Term Financial Strategy & Plan
- ix. Communications Strategy and Protocol

Technology, Information & Data

- i. Committee Management System
- ii. Webcasting
- iii. ANW time recording system replacement
- iv. Procurement system replacement
- v. SharePoint (Document Management) Upgrade
- vi. Cyngor Gwynedd deployment of new systems – ANW business readiness
- vii. Legal Case Management solution

Processes

- i. Communications Plan
- ii. Staff benefits regional offer
- iii. Business Continuity Plan
- iv. Regional Transport Plan Monitoring & Evaluation

People & Skills

- i. Staff performance management (staff appraisal)

Governance

- ii. Welsh Government Governance Review - CJs
- iii. Private Sector Advisory Board
- iv. Standards Sub- Committee
- v. Joint Overview & Scrutiny Committee
- vi. Petition Scheme
- vii. Public Participation Scheme
- viii. Annual Self-Assessment (Part 6)
- ix. Audit plans (Internal/External)
- x. Audit Wales – Accounts/ Organisational Performance
- xi. Corporate Risk Strategy & Register

6.3 In addition to priority delivery for 2026/27 a ‘reserve’ list of further delivery is available to be considered should the prioritisation principles enable this delivery. If not, this would be moved to 2027/28. A summary of reserve list items include:

- i. Organisational design review
- ii. Welsh Government CJC Prospectus – Change impact
- iii. Public Affairs plan
- iv. Fair work employer accreditation
- v. Information Management and retention
- vi. IT releases and upgrades
- vii. Business process management

- viii. People strategy and plans
- ix. Committee continuous improvement reviews
- x. Investment Strategy
- xi. Commercial Strategy

7. FINANCIAL IMPLICATIONS

- 7.1. The ANW transformation and improvement as outlined is a multiyear programme. It is currently supported through external Programme Management and Monitoring Officer contract specialist resource targeted at supporting organisational outcomes. This capability will be required until an organisational design assessment is completed, budgeted for and specialist senior technical resources are recruited who can drive forward delivery without this specialist support. CJC budget and grant funding have mostly been identified to support the programme, but as further development of projects starts or further organisational change is understood there may be requests for further funding not committed to date if additional capability is required.

8. LEGAL IMPLICATIONS

- 8.1. There are no known legal implications within this report.

APPENDICES:

None

STATUTORY OFFICERS RESPONSE:

i. **Monitoring Officer:**

No specific legal matters arising from the recommendations in this report, which are for noting. For completeness, Members are reminded that individual elements of the programme may in due course require separate legal and governance consideration, depending on the nature of the proposal and the decision required

ii. **Statutory Finance Officer:**

"I can confirm the accuracy of the financial information contained in the report. As noted in paragraph 7.1 above, the capacity required is under constant review due to the nature of the transformation project.

The approved budget for 2026/27 has included additional resources to provide for the further delivery of the matters outlined in this report. Should additional funding be required in this area, in the first instance we will look for underspends in other budget heading and recommend any virements to the CJC as necessary. Since this is a multi-year project, the requirements will be considered in the Medium-Term Financial Plan

that is currently under development, and subsequently in the budgets for future years.”

NORTH WALES CORPORATE JOINT COMMITTEE

20 March 2026

TITLE: Local Growth Fund in Wales - transition year (2026/27) planning in North Wales

AUTHOR: Dylan Griffiths,
Manager, Shared Prosperity Fund North Wales (Manager, Economic Development Service) Cyngor Gwynedd

1. PURPOSE OF THE REPORT

- 1.1. Cyngor Gwynedd is the lead local authority for the UK Shared Prosperity Fund (SPF) in North Wales. SPF funding is provided directly from the UK Government to the region via Cyngor Gwynedd.
- 1.2. 2025/26 is the final year of the SPF. A new programme, the Local Growth Fund (LGF) will be operational from 01 April 2026, UK Government have committed funding to the LGF for three years.
- 1.3. UK Government will give LGF funding to Welsh Government, who, in turn, intend to forward funds to regions in Wales.
- 1.4. Welsh Government want the lead local authority for the SPF to act as lead local authority for the LGF for the first year of the programme in 2026/27. The first year is to be used as a transition to a new approach and arrangements from 2027/28.
- 1.5. Welsh Government propose that responsibility for the LGF transfers to the Corporate Joint Committee (CJC) for the second and third years of the programme (2027/28 and 2028/29).
- 1.6. The CJC will receive £200,000 from Welsh Government in 2026/27 to plan and prepare for taking the LGF forward from 2027/28.
- 1.7. Given the role envisioned by Welsh Government for the CJC in relation to the LGF, this report updates Members on planning for delivery of the fund during its transition year in 2026/27 and recommends delegating ongoing monitoring of the transition of the fund to the CJC to the Economic Wellbeing Sub-Committee.

2. DECISION SOUGHT

- 2.1. To authorise the Corporate Joint Committee's Economic Wellbeing Sub-Committee to monitor delivery of the Local Growth Fund's transition year (2026/27) and guide preparations for the transition of the Fund to the Corporate Joint Committee from 2027/28.
- 2.2. To endorse the intention to maintain the approach and governance arrangements of the Shared Prosperity Fund in North Wales - including Cyngor Gwynedd's role as lead local authority

- for the Local Growth Fund's transition year in 2026/27 and the submission of a plan to this end to Welsh Government.

- 2.3. To authorise utilisation of funding provided to the Corporate Joint Committee to prepare for delivery of the Local Growth Fund beyond 2026/27, working collectively with local authorities and partners to co-produce the region's proposals.

3. REASON FOR THE DECISION

- 3.1. Welsh Government propose that responsibility for the LGF transfers to the CJC for the second and third years of the programme (2027/28 and 2028/29).
- 3.2. Making use of the Economic Wellbeing Sub-Committee to guide preparations for the transition of the Fund to the CJC from 2027/28 aligns with the Sub-Committee's responsibilities in exercising the CJs economic well-being function.
- 3.3. Although existing SPF structures will be utilised to administer the LGF in 2026/27; with the approach aligned to established principles, including an emphasis on local decision making; the CJC should be content with the proposal, given that the first year is intended to be a transition to new funding arrangements via the CJC from 2027/28.
- 3.4. Similarly, making use of the £200,000 to be provided to the CJC by Welsh Government to prepare for taking the LGF forward from 2027/28 should be integrated with delivery during 2026/27 working collectively with local authorities and partners to co-produce the region's proposals and ensuring a smooth transition to the new arrangements.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The SPF has provided £168.88 million to support economic and community development in North Wales since 2022. This year (2025/26), £42.42 million is allocated to North Wales through the SPF.
- 4.2. 2025/26 is the final year of the SPF, although UK Government have allowed some flexibility for funded projects to complete their activity during the first half of 2026/27.
- 4.3. The LGF will be the main successor to the SPF (Pride in Place is the other component).
- 4.4. A total of £547 million will be allocated to Wales through the Fund over three years between 2026/27 and 2028/29. The funding will be provided to the Welsh Government in the first instance.
- 4.5. The Welsh Government [consulted on its proposed approach to the UK Local Growth Fund in Wales](#) during November and December 2025. (To coincide with publication of the responses to the consultation the Welsh Government Cabinet Secretary for Economy, Energy and Planning made an [oral statement to the Senedd on 24 February 2026](#)).
- 4.6. The LGF will be operational from 01 April 2026.
- 4.7. The purpose of the LGF is to support the UK Government's growth mission; Welsh Government's proposed objective for the Fund is to *support productivity growth and tackle issues that lead to economic inequalities*.

- 4.8. The Fund will deliver against three themes defined by the UK Government:
- Business support
 - Skills and employment support for growth
 - Enabling local growth infrastructure
- 4.9. The Welsh Government's proposals emphasise regional collaboration and coordination, although the importance of delivering locally is acknowledged. Their proposals also provide scope for national activities/interventions where appropriate.
- 4.10. The Welsh Government regards the first year of the Fund (2026/27) as a transition period and wish to use the structures already in place to deliver the SPF (lead local authority working with the other counties within the region) to deliver the LGF.
- 4.11. From 2027/28, they intend to allocate most of the funding to CJs in Wales to plan and manage a portfolio of regional and local projects. This will be part of a three-year regional delivery plan to realise a ten-year vision. Welsh Government intend to provide £200,000 to each CJC in 2026/27 to plan and prepare.
- 4.12. The indicative allocation of the Local Growth Fund for the North Wales region in 2026/27 is £35.69 million. 70% of the funding will be in the form of capital.
- 4.13. In comparison to the SPF provided to North Wales for 2025/26 the LGF for 2026/27 will represent:
- a 15.9% (£6.72 million) reduction in funding;
 - a £19.97 million (65.1%) drop in the revenue funding available; and,
 - a 112.6% (£13.24 million) increase in capital expenditure.
- 4.14. As required by Welsh Government, a transition plan outlining the approach proposed for the first year of the LGF has been developed collectively by the region's local authorities working with Ambition North Wales and Welsh Government's North Wales regional team.
- 4.15. The Plan has been developed to reflect the expressed desire to maintain - as far as possible - the region's current working practices and approach developed for the SPF with an emphasis on local decision making and local ownership, reflecting the following principles:
- that decisions on the use of funding should be a matter for local areas; and
 - that local areas should be able to choose whether to participate in schemes seeking to operate across local areas.
- 4.16. Welsh Government is not providing a LGF allocations for individual counties, however reflecting the above a distribution model based on the SPF is proposed (reflecting the approach by Welsh Government to allocate 2026/27 LGF funding between regions):

Conwy	19.4%	Gwynedd	19.3%
Denbighshire	20.3%	Isle of Anglesey	12.7%
Flintshire	10.4%	Wrexham	17.9%

- 4.17. A new legal agreement will need to be established between Cyngor Gwynedd and the region's local authorities. The agreement will be based on the existing document, amended to reflect the requirements of the Welsh Government. Similarly, appropriate governance structures — and suitable teams/budgets — will need to be maintained regionally and within each county to manage and monitor the programme (a proportion of the LGF allocation is available for this purpose).
- 4.18. As at present, a Collaboration Board of senior officers of the six counties together with representation from Ambition North Wales and the Welsh Government will oversee the delivery of the LGF in the region. The Board will continue to be supported by a Coordination Group of managers from each county responsible for the day to day operation of the Fund.
- 4.19. Local areas will continue to monitor progress in the delivery in their local areas, augmented by regional reporting via the Executive Officers Group and, the Economic Well-being Sub-Committee.

5. FINANCIAL IMPLICATIONS

- 5.1. The reduction in the quantum and composition of the funding to be provided by the LGF has clear implications for the volume and type of activity which may be supported (as does the change in purpose and priorities of the Fund from the SPF).
- 5.2. The impact of these changes will be most keenly felt during 2026/27, whilst the CJC will not be responsible for the funding at this time, there will be an impact on activity which contributes to the economic well-being of the region.
- 5.3. Welsh Government propose that the CJC does become responsible for the funding from 2027/28 and the implications of this will need to be explored during the transition year.
- 5.4. The scale of LGF funding for North Wales for the second two years of the programme is unknown but should the distribution between regions in Wales remain broadly aligned with the 2026/27, funding could be in the range of £70 to £80 million.

6. LEGAL IMPLICATIONS

- 6.1. No direct implications for the CJC are anticipated for 2026/27. The implications from 2027/28 will need to be explored during the transition year.

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“The report describes the proposed transitional arrangements for the Local Growth Fund during 2026/27, during which existing Shared Prosperity Fund delivery structures will continue to operate with Cyngor Gwynedd acting as lead authority.

The proposed involvement of the Economic Well-being Sub-Committee in monitoring the transition is consistent with the CJC's economic well-being function and existing

governance framework. As the intention is for responsibility for the Fund to transfer to the CJC from 2027/28, it will be important during the transition year to ensure that appropriate governance, decision-making and accountability arrangements are clearly established. Subject to this, no specific legal issues arise from the recommendations within the report.”

ii. Statutory Finance Officer:

“The decisions sought reflect the expectations of Welsh Government in the delivery of the Local Growth Fund. The reduction in funding relative to the Shared Prosperity Fund, and the significant change in the ratio of revenue to capital funding, will be felt across north Wales.”

NORTH WALES CORPORATE JOINT COMMITTEE

20 March 2026

TITLE: Treasury Management Strategy Statement 2026/27

AUTHOR: Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer)
Delyth Jones-Thomas, Investment Manager

1. PURPOSE OF THE REPORT

- 1.1. The purpose of this report is to provide the Corporate Joint Committee's (CJC) Treasury Management Strategy Statement for 2026/27.

2. DECISIONS SOUGHT

- 2.1. To accept and approve the Treasury Management Strategy Statement for 2026/27.

3. REASONS FOR THE DECISION

Treasury management decisions are made daily by the Head of Finance and staff at Cyngor Gwynedd and they are required to act in accordance with the approved Treasury Management Strategy.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the CJC's spending needs, while managing the risks involved.
- 4.2. This strategy is based on the CJC being an investor and will borrow internally between schemes if necessary. If the CJC identifies a requirement to borrow externally then we will prepare a revised strategy for your approval.

5. LEGAL IMPLICATIONS

- 5.1. The Treasury Management Strategy Statement 2026/27 is based on the CIPFA Code and the Welsh Government's Guidance on Local Authority Investments and therefore fulfils the legal responsibility of the CJC under the Local Government Act 2003.

APPENDICES:

Appendix 1 Treasury Management Strategy Statement 2026/27

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“The report presents the Treasury Management Strategy Statement for 2026/27 which has been prepared in accordance with the relevant professional and statutory framework.

The approval of the Strategy by the Corporate Joint Committee forms part of the Committee’s governance and oversight responsibilities in relation to financial management. No specific legal issues arise from the recommendations contained within the report.”

ii. Statutory Finance Officer:

Report author.

NORTH WALES CORPORATE JOINT COMMITTEE

Treasury Management Strategy Statement 2026/27

1. Introduction

- 1.1** Treasury management is the management of the Corporate Joint Committee's cash flows, borrowing and investments, and the associated risks. The Corporate Joint Committee (CJC) will invest substantial sums of money and will therefore be exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Corporate Joint Committee's prudent financial management.
- 1.2** Treasury risk management at the CJC is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2021 Edition* (the CIPFA Code) which requires the CJC to approve a treasury management strategy before the start of each financial year. In addition, the Welsh Government (WG) issued revised Guidance on Local Authority Investments in November 2019 that requires the CJC to approve an investment strategy before the start of each financial year. This report fulfils the CJC's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the WG Guidance.
- 1.3** In accordance with the WG Guidance, the CJC will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly. Such circumstances would include, for example, a large unexpected change in interest rates, a change in the level of its investment balance, or a change in the Growth's Deal capital profile.

2. External Context

2.1 Economic background

The most significant impacts on the Council's treasury management strategy for 2026/27 are expected to include: the influence of the government's 2025 Autumn Budget, lower short-term interest rates alongside higher medium- and longer-term rates, slower economic growth, together with ongoing uncertainties around the global economy, stock market sentiment, and geopolitical issues.

2.2 Interest rate forecast

The CJC's treasury management adviser, Arlingclose, currently forecasts that the Bank of England's Monetary Policy Committee will continue to reduce Bank Rate in 2026, reaching around 3.25%. This forecast reflects amendments made

following the Autumn Budget and an assessment of the fiscal measures and their market implications, and following the BoE MPC meeting held on 18th December.

3. Treasury Investment Strategy

- 3.1 The CJC holds significant invested funds, representing income received in advance of expenditure. The balance at 31st March 2025 was £55.4m and the levels expected for the forthcoming years can be seen in the table below.

Table 1: Treasury investment summary and forecast

	31.3.25 Actual £m	31.3.26 Forecast £m	31.3.27 Forecast £m	31.3.28 Forecast £m	31.3.29 Forecast £m
Treasury Investments	55.4	72.2	41.8	23.2	24.3

3.2 Objectives

Both the CIPFA Code and the WG Guidance require the Corporate Joint Committee to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return or yield. The CJC's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Joint Committee will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The CJC aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.

3.3 Business models

Under the new IFRS 9 standard, the accounting for certain investments depends on the CJC's "business model" for managing them. The Joint Committee aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

3.4 Approved counterparties

The Corporate Joint Committee may invest its surplus funds with any of the counterparty in table 2 below subject to the cash limits (by counterparty) and the time limits shown.

Table 2: Approved investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£5m	Unlimited
Secured investments *	25 years	£5m	Unlimited
Banks (unsecured) *	13 months	£3m	Unlimited
Building societies (unsecured) *	13 months	£3m	£6m
Registered providers (unsecured) *	5 years	£3m	£15m
Money market funds *	n/a	£5m	Unlimited

*This table must be read in conjunction with the notes below.

3.5 Minimum Credit rating

Treasury investments in the sectors marked with a * will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

3.6 UK Government

Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

3.7 Secured investments

Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

3.8 Banks and Building Societies (unsecured)

Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

3.9 Registered providers (unsecured)

Loans to, and bonds issued or guaranteed by, registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

3.10 Money Market Funds

Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Corporate Joint Committee will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

3.11 Operational bank accounts

The Corporate Joint Committee may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £900,000 per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the CJC maintaining operational continuity.

3.12 Risk assessment and credit ratings

Credit ratings are monitored by the CJC. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as “rating watch negative” or “credit watch negative”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

3.13 Reputational aspects

The Corporate Joint Committee is aware that investment with certain counterparties, while considered secure from a purely financial perspective, may leave it open to criticism, valid or otherwise, that may affect its public reputation, and this risk will therefore be taken into account when making investment decisions.

3.14 Other information on the security of investments

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008, 2020 and 2022, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Corporate Joint Committee will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the CJC's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall, but will protect the principal sum invested.

3.15 Investment limits

The maximum that will be lent to any one organisation (other than the UK Government) will be £5 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

Credit risk exposures arising from non-treasury investments, financial derivatives and balances greater than £500,000 in operational bank accounts count against the relevant investment limits.

Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 3: Additional limits

	Cash limit
Any group of pooled funds under the same management	£15m per manager
Negotiable instruments held in a broker's nominee account	£15m per broker
Foreign countries	£5m per country

3.16 Liquidity management

The Corporate Joint Committee uses prudent cash flow forecasting techniques to determine the maximum period for which funds may prudently be committed. The forecast is compiled on the basis that internal borrowing will be undertaken between schemes if required. The internal borrowing interest rate charged will be based on the foregone investment income. Limits on long-term investments are set by reference to the CJC's medium-term financial plan and cash flow forecast.

The CJC will spread its liquid cash over at least four providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.