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Meeting

**NORTH WALES CJC GOVERNANCE AND AUDIT SUB-COMMITTEE**

Date and Time

**10:00am, THURSDAY 4<sup>th</sup> JUNE, 2026**

Location

**Virtual Meeting**

**(for public access to the meeting, please contact us)**

Contact Point

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(DISTRIBUTED 27/05/2026)

## **NORTH WALES CJC GOVERNANCE & AUDIT SUB-COMMITTEE**

### **Elected Members**

Cllr. Gareth Jones  
Cllr. Carol Holliday  
Cllr. Andrew Parkhurst  
Cllr. Paul Rogers  
Cllr. Ioan Thomas  
Cllr. Geraint Bebb

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

### **Lay Members**

Nigel Rudd  
William Parry  
TBC

### **Elected Members (Substitutions)**

Cllr. Paul Luckock  
Cllr. Bobby Feeley  
Cllr. Jason Shallcross  
Cllr. Trevor Bates  
Cllr. Richard Glyn Roberts  
Cllr. Keith Roberts

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

### **Officers in Attendance**

Alwen Williams  
Mark Watkins  
Helen Edwards  
Dewi Morgan  
David Hole  
Sian Pugh  
Luned Fôn Jones

Chief Executive of the Corporate Joint Committee  
Monitoring Officer  
Deputy Monitoring Officer  
Chief Finance Officer  
CJC Implementation Programme Manager  
Assistant Head of Finance - Cyngor Gwynedd  
Audit Manager - Cyngor Gwynedd

# AGENDA

- 1. APOLOGIES**  
To receive any apologies for absence.
- 2. ELECT CHAIR FOR 2026/27**  
To elect a Chair for 2026/27.
- 3. ELECT VICE-CHAIR FOR 2026/27**  
To elect a Vice-Chair for 2026/27.
- 4. DECLARATION OF PERSONAL INTEREST**  
To receive any declaration of Personal Interest.
- 5. URGENT BUSINESS**  
To note any items that are a matter of urgency in the view of the Chair for consideration.
- 6. MINUTES OF THE PREVIOUS MEETING** 5 - 12  
The Chair shall propose that the minutes of the previous meeting held on 9th of December, 2025 be signed as a true record.
- 7. TERMS OF REFERENCE AND ROLE OF THE GOVERNANCE AND AUDIT SUB-COMMITTEE**  
Mark Watkins, Monitoring Officer to present.
- 8. GOVERNANCE AND AUDIT SUB-COMMITTEE FORWARD WORK PROGRAMME 2026/27** 13 - 22  
Mark Watkins, Monitoring Officer and Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer) to present the report.
- 9. RISK MANAGEMENT STRATEGY** 23 - 40  
Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer) to present the report.
- 10. TREASURY MANAGEMENT STRATEGY STATEMENT 2025/26** 41 - 48  
Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer) and Delyth Jones-Thomas, Investment Manager to present the report.
- 11. COMPLIMENTS, COMMENTS AND COMPLAINTS POLICY** 49 - 62  
Alwen Williams, Chief Executive Officer to present the report.
- 12. 2025/26 REVENUE AND CAPITAL OUT-TURN POSITION** 63 - 81  
Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer) and Sian Pugh, Assistant Head of Finance to present the report.
- 13. NORTH WALES CORPORATE JOINT COMMITTEE - EXTERNAL AUDIT PLAN 2026** 82 - 107

Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer) and Sian Pugh, Assistant Head of Finance to present the report.

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**NORTH WALES CJC GOVERNANCE AND AUDIT SUB-COMMITTEE**  
**09/12/25**

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**Elected Members:** Councillor Gareth Jones (Conwy County Borough Council), Councillor Andrew Parkhurst (Flintshire County Council), Councillor Paul Rogers (Wrexham County Borough Council), Councillor Ioan Thomas (Cyngor Gwynedd) and Councillor Geraint Bebb (Isle of Anglesey County Council).

**Lay Members:**

Nigel Rudd (Chair).

**Elected Members (Delegated):** Councillor Bobby Feeley (Denbighshire County Council).

**Other officers present:** Alwen Williams (CJC Chief Executive), David Hole (CJC Implementation Programme Manager), Dewi A. Morgan (Head of Finance – Cyngor Gwynedd), Luned Fôn Jones (Audit Manager – Cyngor Gwynedd), Iwan Evans (Monitoring Officer – Cyngor Gwynedd), Claire Incedon (CJC Interim Deputy Monitoring Officer) and Sera Whitley (Democracy Services Officer – Cyngor Gwynedd).

**1. ELECTION OF A CHAIR FOR 2025/26**

It was resolved to postpone the appointment until the next meeting.

It was resolved to elect Nigel Rudd as Chair of this meeting.

**2. ELECTION OF A VICE-CHAIR FOR 2025/26**

It was resolved to postpone the appointment until the next meeting.

**3. APOLOGIES**

Apologies were received from Councillor Carol Holliday (Denbighshire County Council), Carys Edwards (Lay Member), and Sian Pugh (Assistant Head of Finance - Cyngor Gwynedd).

**4. DECLARATION OF PERSONAL INTEREST**

There were no declarations of personal interest.

**5. URGENT ITEMS**

The Chief Executive of the Corporate Joint Committee (CJC) welcomed all Members to the first meeting of the North Wales CJC Governance and Audit Sub-committee, and the context of the CJC was presented.

Confirmation was requested as to what was a quorum for this Sub-committee, and it was asked whether it was possible to delegate. The Monitoring Officer explained that this was not possible, as the Terms of Reference had set a high quorum. It was confirmed that one member of each authority and one lay member were present today and consequently that there was a quorum.

The officers were introduced along with their roles to give the background and context to the Sub-committee.

## **6. FORWARD WORK PLAN OF THE GOVERNANCE AND AUDIT SUB-COMMITTEE**

The report was presented by Claire Incedon, Deputy Monitoring Officer (interim).

### **RESOLVED:**

There was no decision as there was no quorum.

### **DISCUSSION**

The report was submitted stating that the Forward Work Plan provided the work programme, which allowed the Sub-committee to fulfil its statutory role as set out in the Establishment Regulations 2021. It was explained that it was a matter for Members and the Chair to set out what reports they wish to see before the Sub-committee and any training requirements they may need. These would be added to the Forward Work Plan, which will be a living document and will be circulated regularly to Members.

It was confirmed that the dates of the CJC meetings for 2025/26 were in the calendar until May 2026. It was noted that a new final calendar would be developed early next year. It was asked whether the dates of the Governance and Audit Sub-committee meetings had been submitted. It was expressed that there was a date in January to consider the Budget before it was presented to the CJC on 23 January.

It was confirmed that the meetings of the Sub-committees would be scheduled around the Forward Work Plan, to allow the work of the Sub-committee to be inputted appropriately into the CJC. It was noted that meeting dates for the end of 2025/26 would be dependent on resource capacity and the requirements of the items that will need to be submitted to the Sub-committee.

The importance of sharing dates in a timely manner for the meetings of the Governance and Audit Sub-committee, given the requirements of their respective authorities, and to secure a quorum was highlighted. It was confirmed that they would be circulated as soon as possible.

Concerns were raised about a shortage of items on the Forward Work Plan, particularly given that the Terms of Reference highlight items that should be included. They responded by explaining that the Forward Plan continues to be developed by working side by side with members to fulfil the statutory responsibilities of this Sub-committee. The need to consider capacity and the resources available to do the work was reiterated.

It was proposed that the decision be postponed until the end of the meeting to provide context before deciding on the priorities of the Sub-committee, and to highlight any additional items to be included on the Forward Work Plan.

There was no quorum at the end of the meeting and therefore no decision was made but the comments were noted for information.

A question was asked regarding the establishment of the Joint Overview and Scrutiny Sub-committee to ensure proper scrutiny of the CJC. It was asked whether the proposed structure needed to be considered. It was confirmed that the terms of reference of the Joint Overview and Scrutiny Sub-committee had already been established and agreed by the six local authorities.

The following list of items, as suggestions for the Forward Work Plan, was reported:

- Internal Audit / Audit Out Programme (Audit Wales)
- Audit action tracking report
- Annual statement of accounts 2024/25 and Audit Wales report
- Annual Governance Statement 2024/25
- Risk Register
- Asset management and capital disposal
- Treasury management
- Draft budget 2026/27
- Medium-term draft financial strategy
- CJC governance summary report
  - Corporate Planning
  - Financial Planning
  - Performance Management
  - Risk Management
  - Workforce Planning
  - Asset Management
  - Procurement

It was explained that officers would advise which items would go before the Sub-committee on what dates, in consultation with the Chair, with the expectation of three further meetings in 2025/26. It was elaborated that the Forward Work Plan following its update would be distributed as soon as possible to provide a framework for the Sub-committee.

The (interim) Chair was asked if he would retain the position of Chairperson until a Chair was officially appointed at the next meeting of the Sub-committee. This was confirmed to be a reasonable expectation.

## **7. TERMS OF REFERENCE FOR THE GOVERNANCE AND AUDIT SUB-COMMITTEE**

The report was presented by Matthew Edwards (Audit Wales)

### **RESOLVED:**

To note the Terms of Reference.

### **DISCUSSION**

It was submitted that the terms of reference reflected the role and function of the Sub-committee, and that these were set out in the Establishment Regulations 2021 and in the CJC constitution. A specific statutory function was highlighted to its Members.

It was elaborated that the Sub-committee will promote good practice. It was noted that statutory and non-statutory guidance supporting the principal Councils was just as relevant to the CJC.

It was recognised that the terms of reference of the Sub-committee were similar to those of local authorities. It was noted that stating a version number on the terms of reference would facilitate any subsequent amendments. It was agreed that any modifications would be clearly identified so that all amendments could be highlighted.

It was asked who the Lead Officer of the Sub-committee was, and the need to highlight this in the Terms of Reference. Clarification was sought on the relationship between the Sub-committee and the CJC, to gain a better understanding of where decisions are made and where reports are formally shared. It was expressed that the Section 151 Officer was the de-facto lead officer for the Council's Governance and Audit Sub-committee in Cyngor Gwynedd, but that further discussion was needed on the appointment of the Lead Officer for this Committee. It was reiterated that Lead Officers are not confirmed in the Constitution or the Terms of Reference in Cyngor Gwynedd.

It was explained that it was important to identify the correct lead officer, to ensure that timely and relevant information was provided about the CJC's work programme in the Sub-committee. Members were reminded that the CJC operates regionally rather than locally, and therefore it was important to recognise the differences between the CJC and local authorities. Furthermore, it was noted that this was an opportunity for the Sub-committee to draft and guide the work of the CJC appropriately, and therefore it had to be ensured that Members received the correct information.

Attention was drawn to the Local Elections Act 2021, and the role of governance and audit committees, which included aspects of performance and complaints. It was noted that the work of the Sub-committee would go across to other areas and as a result would likely to be broader than the contribution of the Section 151 Officer. The need to highlight a clear line of accountability was expressed to ensure that the Sub-committee knows who the point of contact was.

A concern was raised as to whether a representative from Audit Wales should be present at the meetings of the Sub-committee as there were no external audit issues before the Sub-committee at this meeting. It was confirmed that the CJC had agreed on a work programme with Audit Wales so they will be expected to be present for these items. A need to include this on the Forward Work Plan was identified.

The voting procedure for this meeting was confirmed, and that decisions would be published in the decision notice no more than five working days following the meeting.

## **8. PROGRESS REPORT OF THE CORPORATE JOINT COMMITTEE**

The report was presented by Dave Hole, CJC Implementation Programme Lead

### **RESOLVED**

To note the contextual position.

### **DISCUSSION**

The report was presented stating that this was an opportunity to provide the context of the CJC along with an update on the work that had been done. It was explained that two reports had already been submitted to the Joint Committee, the first back in June, in the early days

of the programme following the transfer, which had identified an ambitious list of what needed to be done but it was a period where a Chief Executive had not been appointed. The second report was reported on in November, to update on the work that had been done and identify the challenges and resources needed to complete the work.

In terms of background, it was explained that the Growth Deal had transferred to the CJC back in April and now had full operational status and the ability to employ people. The need for the CJC to comply with the general duties of public sector organisations was expressed and it was noted that there was a statutory duty to produce a Strategic Development Plan and a Regional Transport Plan.

It was explained that significant progress had been made up to/and including the transfer with a very small team. Attention was drawn to the list presented in the report. It was reiterated that a programme of change had been developed based on priorities, and that the Chief Executive had been appointed in June 2025. It was noted that some factors had held matters back, such as the appointment of officers but they were working through the Service Level Agreements to receive the support needed.

Despite the challenges it was noted that work continued to develop and was in the duplication stages for areas such as the website. Challenges were highlighted such as delays in reviewing the Welsh Government's CJC prospectus, delays in the procurement and implementation of the Committee Management System and attracting applicants for positions such as Senior Procurement Officer. It was explained that there was still a need to implement two Sub-committees namely Standards and Overview and Scrutiny Committees. It was expressed that the development of a new ANW programme for 2026/27 and a roadmap for subsequent years was likely to push several projects forward.

The Chief Executive added that the CJC had reached where they were as a result of the support of staff from partners such as Cyngor Gwynedd and they were thanked for their work. It was emphasised that the Joint Committees across Wales were new and therefore it took time to navigate through the prioritisation process trying not to put extra pressure on North Wales Authorities but to ensure they meet the Government's requirements.

The Monitoring Officer noted that work was being and had been done to establish the CJC as a fairly small entity in scale, according to the size requirements of Local Government. Over and above its establishment, he noted that programmes had been developing in the background regionally and nationally. It was reiterated that the transfer of the Growth Deal had been a catalyst to move forward but that resources had been challenging due to the need to respond to statutory plans and requirements while justifying resources.

The Chief Finance Officer expressed that the resources pressure had been a challenge and that a lot of work had been done. It was explained that another meeting of the Governance and Audit Sub-committee would take place in mid-January as the CJC would need to accept the budget, as per law by January 31.

Attention was drawn to the Overview and Scrutiny and Standards Sub-committees, and it was asked whether there were dates now in place and concern was noted that scrutiny arrangements were not in place. The committee responded by noting that there was no further date as priorities need to be discussed in detail and discussed further with Local Authorities. The hope was expressed of holding the first meetings during the spring. It was elaborated to note that the Overview and Scrutiny journey was a long one as it was the North Wales Local Authorities who set up the scrutiny system and not the CJC. It was reiterated that the decision had gone through all Councils in July and that a programme of how the model will work needed to be created. The importance of scrutiny in terms of governance was emphasised.

In terms of the budget, it was noted that this process felt very late as Authorities were further ahead, and it could disrupt Local Authority budgets if levies rise. It was noted that this year's meeting was going to be a little late, but hopefully it would be possible to have it earlier next year. As for the levy, it was noted that discussions were taking place at officers and Leaders' level and that any adjustment to the levy would not shock them.

Attention was drawn to the financial arrangement, asking whether reports sent to the CJC and members could be shared here to give fiscal context along with the main messages given in terms of the 2024/25 spending. This was agreed with the emphasis that consistent reporting in terms of expenditure would come to this committee. In terms of key messages, it was highlighted that there was a lot of underspend despite the work that had been done and put into reserves and that it would be against the levy for this year and next year. Obviously, it was explained that as there were developments this year, expenditure would increase which would lead to less underspend.

A slowness in decision-making was discussed as the membership of this Sub-committee had decided back in January with no formal meeting until December, and it was asked whether there was a way to increase the speed of decisions. They responded by noting that resources had been a problem in ensuring quality decisions were made, and that it had been difficult to appoint to positions. In relation to other issues, it was clarified that there were litigation implications for some areas in the CJC and as a result areas such as the Strategic Development Plan and Regional Transport Plan needed to be prioritised and speeded up.

It was highlighted that the CJC was a new body with great responsibilities and that it needed to be ensured that the role of the Governance and Audit Sub-committee was embedded to what needed to be done. There was a request to see the risk register as soon as possible, along with further information on staffing and resources.

## **9. INTERNAL AUDIT MANDATE AND CHARTER**

The report was presented by Luned Fôn Jones, Cyngor Gwynedd's Audit Manager.

### **RESOLVED:**

**To accept and approve the content of the Internal Audit Mandate and Charter and support the Internal Audit in its operations.**

### **DISCUSSION**

It was explained that since April 2025, when the Global Internal Audit Standards came into force in the UK Public Sector, it was essential that the Audit Service comply with these Standards. It was explained that an Application Note had been submitted which provided a practical framework on how implementation and application could be carried out, provided guidance and explained how the Global Internal Audit Standards on governance – Domain III – apply to the oversight and duties of the Governance and Audit Sub-committee. One of the essential steps was to approve a charter that includes a mandate and scope and types of Internal Audit work.

It was added that CIPFA had developed a Code of Practice for Internal Audit Governance in Local Government in the UK to interpret and ensure compliance with statutory duties.

The Code was aimed at those responsible for effective governance arrangements – namely this Sub-committee.

The Charter sets out the arrangements for an internal audit function to fulfil its purpose. The role of an internal audit included:

- Supporting the achievement of strategic objectives by providing objective risk-based assurance,
- Promoting good practice in governance and
- Advising on governance, risk management and internal control arrangements.

To ensure compliance with the Standards, it was noted that it was the responsibility of this Sub-committee to review and approve the Charter ensuring that there was a clear definition of

- Purpose, authority and responsibility of Internal Audit,
- Independence and reporting lines of the Internal Audit function,
- Scope of work and access rights of Internal Audit,
- That the mandate confirms that Internal Audit has the legal and institutional authority to operate effectively and provides details of the role and responsibilities of the Internal Audit function,
- Verify that the Charter and mandate ensure the independence of Internal Audit and protect Internal Audit from undue influence,
- Supervise and monitor Internal Audit activities to review compliance with the Charter and mandate.

It was asked what was the CJC's internal audit capacity. It was explained that Cyngor Gwynedd provided an internal audit service through a service level agreement, and it was noted that Cyngor Gwynedd's internal audit team consists of an Audit Manager, two Audit Leads, and four Senior Auditors.

It was asked how the current work programme for internal audit would be determined. It was detailed that the annual plan for Ambition North Wales would be drawn up with input from the Chief Executive and Chief Finance Officer. It was confirmed that the Annual Plan will come before this Sub-committee in the future for approval. It was noted that an Annual Plan had not been drawn up at this time as an Audit Charter was first required to produce a Strategy and the Annual Plan. It was explained that a risk assessment was being discussed and that any internal audit work would be drawn up in line with the main risks.

The Sub-committee had been assured that Ambition North Wales was in the process of developing their Corporate Risk Strategy, and a draft had been circulated to officers, and would be submitted to the Sub-committee in due course. It was stressed that it remained early days since the handover of the CJC but that forming a regional Corporate Risk Strategy was a priority and a vital requirement.

It was asked what steps Ambition North Wales and the CJC had taken in terms of publicity, particularly in relation to the intention of keeping residents aware of the functions of the CJC. It was explained that the public interface was the established website of Ambition North Wales and contained information and the statutory duties of the CJC. It was noted that the work that the CJC does was complex and would take time to gather all the information and reach the right audiences.

It was explained that once the funding agreement for the Flintshire and Wrexham Investment Zone was agreed, Ambition North Wales would manage the administration of an investment of approximately £400 million for the promotion and improvement of the North Wales economy. It was noted that the intention was to reach as many communities as possible with the investment. It was highlighted that their long-term ambition was to create new jobs within the economy and encourage future generations to stay in North Wales in high-value jobs. It was added that the intention was to attract talent back to the region and target investment that provides opportunities across key sectors. It was noted that Ambition North Wales was currently in year five of delivering the Growth Deal, which was a 15-year plan and was therefore still in its early days.

Concerns were expressed about how internal audit was being used as a tool that reflects a systematic approach. It was noted that the Charter and the Sub-committee's requirements set out expectations as to what the internal audit should cover and report on, to provide assurance to the Sub-committee regarding the operations of the CJC. It was suggested that, alongside the Corporate Risk Strategy, a Risk Register should be developed to allow the CJC to focus on its priorities. It was expressed that the Sub-committee needs to move towards a systematic approach to implementation. The Section 151 Officer assured that a systematic approach was part of the CJC's rules of financial procedure, and therefore the matters were completed. It was noted that the risk register was part of the CJC's governance requirements and will be developed.

It was noted that members of the local authorities would need a better understanding of how Local Authority contributions were used.

It was elaborated that the Sub-committee must move forward quickly to ensure that they do not fall behind with Audit and to report back to their local authorities appropriately.

It was agreed that the Internal Audit would be on the agenda for the next meeting.

The meeting commenced at 10.00 and concluded at 12.00.

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(Chair)

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**REPORT TO THE GOVERNANCE AND AUDIT SUB-COMMITTEE**  
4 June 2026

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**TITLE:** Governance and Audit Sub-Committee Forward Work Programme 2026/27

**AUTHOR:** Mark Watkins, Interim Monitoring Officer  
Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer)

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**1. PURPOSE OF THE REPORT**

- 1.1. To ask the Governance and Audit Sub-Committee to consider and approve its Work Programme for 2026/27.
- 1.2. The proposed Work Programme is attached at Appendix 1 and is intended to provide a structured basis for the Sub-Committee's assurance work during the municipal year.

**2. DECISION SOUGHT**

- 2.1. That the Governance and Audit Sub-Committee approves the Work Programme for 2026/27 at Appendix 1.
- 2.2. That the Sub-Committee agrees that the Work Programme should be treated as a live document and reviewed at each ordinary meeting, with further items added where they fall within the Sub-Committee's Terms of Reference or are referred by the Corporate Joint Committee.
- 2.3. That the Sub-Committee notes that the programme is framed around assurance, adequacy of controls, effectiveness of arrangements, statutory compliance and, where appropriate, recommendations to the Corporate Joint Committee.

**3. REASON FOR THE DECISION**

- 3.1. The Governance and Audit Sub-Committee is a core component of the CJC's governance framework. A work programme is required in practical terms to ensure that the Sub-Committee's statutory and constitutional responsibilities are scheduled, visible and capable of being discharged in an orderly way.
- 3.2. The proposed programme supports the Sub-Committee in maintaining oversight of financial affairs, risk management, internal control, performance management, corporate governance, complaints handling, internal and external audit and financial statements.
- 3.3. Approval of the programme will also help officers plan the timely production of reports and ensure that assurance activity is not left to ad hoc reporting or driven only by immediate operational pressures.

**4. BACKGROUND AND RELEVANT CONSIDERATIONS**

- 4.1. The North Wales Corporate Joint Committee is required to establish a Governance and Audit Sub-Committee. The CJC's Constitution provides that the Sub-Committee is to review and scrutinise the CJC's financial affairs; make reports and recommendations in relation to those affairs; review and assess risk management, internal control and corporate governance arrangements; assess the CJC's ability to handle complaints effectively; oversee internal and external audit arrangements; and review financial statements prepared by the CJC.

- 4.2. The Sub-Committee's role is therefore an assurance, review and recommendation role. It is not intended to displace the decision-making responsibilities of the CJC, its other sub-committees, or officers acting under delegation.
- 4.3. The draft Work Programme has been prepared to map the main items of business for 2026/27 against the Sub-Committee's Terms of Reference. It covers, in particular, audit planning and progress, strategic risk, treasury management, budget and outturn reporting, the Annual Governance Statement, corporate complaints handling and the initial shaping of the following year's programme.
- 4.4. The draft programme deliberately includes scope for items to be confirmed or adjusted as the year develops. That is the right approach. A rigid programme would not be appropriate for a maturing CJC governance structure, particularly where audit, risk, budget and corporate planning timetables may need to align with Audit Wales, internal audit and CJC reporting cycles.

## **5. FORWARD WORK PROGRAMME 2026/27**

- 5.1. The draft Forward Work Programme is structured around the following principal assurance areas:
  - financial affairs, including budget, outturn, medium-term financial strategy, treasury management and financial monitoring;
  - risk management and internal control, including the strategic risk register, risk management strategy, anti-fraud controls and the management of audit recommendations;
  - performance management and corporate governance, including the Corporate Plan, the Annual Governance Statement and governance improvement actions;
  - complaints handling, including policy/process assurance, annual reporting, themes and lessons learned;
  - internal and external audit, including the audit charter/mandate, annual plan, progress reporting, Audit Wales findings and recommendation tracking; and
  - financial statements and any other assurance requests formally referred by the CJC.
- 5.2. The programme is attached as Appendix 1. It should be reviewed routinely by the Sub-Committee so that members can test whether the right assurance items are coming forward at the right time, and whether the programme remains proportionate to the CJC's risk profile and stage of organisational development.
- 5.3. Where members identify further assurance requirements, these should be considered against the Sub-Committee's Terms of Reference and the distinction between assurance oversight and operational management. Items should be capable of being framed around governance, controls, risk, probity, statutory compliance, value for money, or the effectiveness of arrangements.
- 5.4. Officers should also be able to bring amendments to the programme where reporting timetables change or where new statutory, audit or governance requirements emerge during the year.

## **6. FINANCIAL IMPLICATIONS**

- 6.1. There are no direct financial implications arising from approval of the Forward Work Programme itself.
- 6.2. The programme will, however, assist the Sub-Committee in discharging its oversight role in relation to the CJC's financial affairs, including budget reporting, outturn, treasury management, medium-term financial planning and financial statements.

## **7. LEGAL IMPLICATIONS**

- 7.1. The legal and governance implications are addressed in the body of the report.
- 7.2. Approval of a Forward Work Programme is consistent with the Sub-Committee's statutory and constitutional role and supports the orderly discharge of its assurance, review and recommendation functions.
- 7.3. The programme does not confer decision-making powers beyond those set out in the CJC's Constitution and Terms of Reference. Any recommendations arising from the Sub-Committee's work will need to be reported to the CJC where required.

## **8. WELL-BEING OF FUTURE GENERATIONS IMPLICATIONS**

- 8.1. The report supports the sustainable development principle by strengthening arrangements for long-term governance, prevention, integration, collaboration and involvement. In particular, a structured assurance programme assists the CJC in maintaining robust arrangements for risk, finance, performance and corporate governance.

## **9. EQUALITY, DIVERSITY AND WELSH LANGUAGE IMPLICATIONS**

- 9.1. There are no direct equality, diversity or Welsh language implications arising from approval of the Forward Work Programme.
- 9.2. Reports brought forward under the programme should identify and address any specific equality, diversity or Welsh language implications arising from the subject matter of those reports.

## **10. APPENDICES**

- 10.1. Appendix 1 – Governance and Audit Sub-Committee Forward Work Programme 2026/27

### **STATUTORY OFFICERS RESPONSE:**

#### **i. Monitoring Officer:**

“The Governance and Audit Sub-Committee has a defined statutory and constitutional role in relation to the CJC’s financial affairs, risk management, internal control, performance management, corporate governance, complaints handling, audit arrangements and financial statements.

The proposed Forward Work Programme is a sensible and necessary governance tool. It should help ensure that the Sub-Committee’s work is planned, proportionate and aligned to its Terms of Reference.

It will be important that future reports remain within the Sub-Committee’s assurance and recommendation remit and do not drift into operational management or duplicate the decision-making functions of the CJC or other sub-committees.”

#### **ii. Statutory Finance Officer:**

“The Forward Work Programme provides an appropriate framework for bringing finance, audit, treasury management, budget and accounts items to the Sub-Committee during 2026/27.

The programme should support the proper administration of the CJC’s financial affairs and provide members with a clear basis for financial assurance and challenge.”



**APPENDIX 1 – GOVERNANCE AND AUDIT SUB-COMMITTEE FORWARD WORK PROGRAMME 2026/27**

**Purpose**

The Forward Work Programme is intended to provide a structured basis for the Sub-Committee’s assurance work during 2026/27. It maps planned reports to the Sub-Committee’s Terms of Reference and supports clear scheduling of audit, finance, risk, performance, complaints and corporate governance items.

**Operating principles**

The programme is a live assurance planning tool and should be reviewed at each ordinary meeting.

Additional items may be added where they fall within the Sub-Committee’s Terms of Reference or are referred by the CJC.

The programme does not replace the decision-making responsibilities of the CJC, its other sub-committees or officers acting under delegation.

Reports should be framed around assurance, adequacy of controls, effectiveness of arrangements, statutory compliance and recommendations to the CJC where appropriate.

**Terms of Reference Mapping**

| Terms of Reference Area              | Work Programme Coverage   |
|--------------------------------------|---|
| Financial affairs                    | Budget, outturn, medium-term financial strategy, treasury management and financial monitoring.  |
| Risk management and internal control | Strategic risk register, risk management strategy, anti-fraud controls, internal control updates and management of audit recommendations. |
| Performance management               | Corporate Plan performance reporting and assurance on the adequacy of performance management arrangements.                                |
| Corporate governance                 | Annual Governance Statement, governance improvement actions, constitutional/procedure updates where relevant.                             |
| Complaints handling                  | Corporate complaints policy, process assurance, annual complaints report and lessons learned.   |
| Internal audit                       | Internal Audit Charter/Mandate, annual audit plan, progress reports, recommendation tracking and annual opinion.                          |
| External audit                       | Audit Wales plan, audit findings, management response and recommendation tracking.  |
| Financial statements                 | Annual Return / Statement of Accounts, post-audit reports and related statutory reporting.  |
| Other functions specified by the CJC | Specific assurance requests formally referred by the CJC.   |

## Forward Work Programme 2026/27

| Meeting date                    | Report title  | Purpose  | Lead officer                                   | Report type             | Exempt   |
|---------------------------------|---|--|--|-------------------------|----------|
| June 2026<br>TBC                | Election of Chair and Vice-Chair                              | To elect the Chair and Vice-Chair for 2026/27.   | Democratic Services                            | Decision                | No       |
| June 2026<br>TBC                | Terms of Reference and Role of the Sub-Committee              | To note the Terms of Reference and reinforce the Sub-Committee's assurance, review and recommendation role.  | Monitoring Officer                             | Noting                  | No       |
| June 2026<br>TBC                | Forward Work Programme 2026/27                                | To approve the Forward Work Programme and agree arrangements for keeping it under review.  | Monitoring Officer / Chief Finance Officer     | Decision                | No       |
| June 2026<br>TBC                | Internal Audit Charter / Mandate                              | To approve the Internal Audit Charter/Mandate if not already validly approved; otherwise to note the framework and reporting lines.  | Head of Internal Audit / Chief Finance Officer | Decision / Noting       | No       |
| June 2026<br>TBC                | Internal Audit Plan 2026/27                                   | To consider and approve the risk-based Internal Audit Plan for 2026/27.  | Head of Internal Audit / Chief Finance Officer | Decision                | No       |
| June 2026<br>TBC                | Strategic Risk Register and Risk Management Arrangements      | To review the strategic risk register and consider the adequacy of risk identification, ownership, mitigation and escalation arrangements.   | Chief Executive / relevant Chief Officer       | Review / Recommendation | No / TBC |
| June 2026<br>TBC                | Treasury Management Update                                    | To receive assurance on treasury management arrangements and reporting.  | Chief Finance Officer                          | Noting / Review         | No       |
| June 2026<br>TBC                | Corporate Complaints Handling Arrangements                    | To receive an update on policy development, process design and future reporting arrangements.<br>To review the corporate complaints policy/process and assess whether it provides effective arrangements for handling complaints | Monitoring Officer / Governance Officer        | Review / Recommendation | No       |
| September / October 2026<br>TBC | Draft Medium-Term Financial Strategy / Target Operating Model | To review the financial planning framework and comment on assurance issues before consideration by the CJC where required.   | Chief Finance Officer / Chief Executive        | Review / Recommendation | No / TBC |
| September / October 2026<br>TBC | Corporate Plan  | To review the proposed corporate planning framework and comment on governance, performance and assurance arrangements.   | Chief Executive / Corporate Planning Lead      | Review / Recommendation | No       |
| September / October 2026<br>TBC | Financial Outturn Report                                      | To review the outturn position and provide comments or recommendations within the Sub-Committee's financial affairs remit.   | Chief Finance Officer                          | Review                  | No       |
| September / October 2026<br>TBC | Internal Audit Progress Report                                | To receive progress against the audit plan and any emerging assurance themes.  | Head of Internal Audit                         | Noting / Review         | No       |
| December 2026<br>TBC            | Draft Budget 2027/28  | To review the draft budget and comment on financial governance, assumptions, risks and assurance before CJC consideration.   | Chief Finance Officer                          | Review / Recommendation | No       |
| December 2026<br>TBC            | Annual Governance Statement                                   | To review the Annual Governance Statement and governance improvement actions.  | Monitoring Officer / Chief Finance Officer     | Review / Recommendation | No       |
| December 2026<br>TBC            | Anti-Fraud Controls   | To review anti-fraud, corruption and irregularity controls, including policy framework, reporting routes and assurance arrangements.   | Chief Finance Officer / Monitoring Officer     | Review                  | No / TBC |
| December 2026<br>TBC            | External Audit Update / Audit Wales Recommendations           | To consider external audit findings, management responses and progress against recommendations.  | Chief Finance Officer / Audit Wales            | Review                  | No       |
| December 2026<br>TBC            | Anti-Money Laundering Controls                                | To review anti-money laundering controls, reporting routes and assurance arrangements.   | Chief Finance Officer / Monitoring Officer     | Review                  | No / TBC |
| March 2027<br>TBC               | Risk Register Update  | To review movement in strategic risks and the effectiveness of mitigation and escalation arrangements.   | Chief Executive / relevant Chief Officer       | Review                  | No / TBC |
| March 2027<br>TBC               | Internal Audit Progress and Recommendation Tracking           | To receive progress against the audit plan and the status of agreed audit recommendations.   | Head of Internal Audit                         | Review                  | No       |
| March 2027<br>TBC               | Complaints Annual / Lessons Learned Update                    | To review complaints data, themes, learning and proposed improvements.   | Monitoring Officer / Governance Officer        | Review                  | No       |
| March 2027<br>TBC               | Forward Work Programme 2027/28 - Initial Review               | To begin shaping the Forward Work Programme for 2027/28.   | Monitoring Officer / Chief Finance Officer     | Review                  | No       |

## Page 17 / Background Items

| Date          | Item                      | Purpose                        | Outcome / Decision        | Action point |
|---------------|---------------------------|--------------------------------|---------------------------|--------------|
| December 2025 | <b>Terms of Reference</b> | For the Sub-Committee to note. | Terms of Reference noted. | None.        |

| Date                              | Item                                      | Purpose   | Outcome / Decision                 | Action point  |
|-----------------------------------|---|---|------------------------------------|---|
| 9 December 2025                   | <b>Internal Audit Mandate and Charter</b> | To approve the Charter/Mandate.   | Recorded as accepted and approved. | Check whether approval was validly taken and whether re-approval is required. |
| 9 December 2025 / 13 January 2026 | <b>Election of Chair and Vice-Chair</b>   | To elect Chair and Vice-Chair.  | Deferred because of quorum issues. | Bring back to first proper meeting.   |
| 16 and 23 April 2026              | <b>Member induction/training sessions</b> | Training on role, ToR, finance, risk, performance, Growth Deal and Investment Zone context. | Training delivered.                | Use first meeting to reinforce role clarity and assurance remit.              |

*Draft | Governance and Audit Sub-Committee | Ambition North Wales*

## GOVERNANCE AND AUDIT SUB-COMMITTEE

### Forward Work Programme 2026/27

### Purpose

The Forward Work Programme is intended to provide a structured basis for the Sub-Committee's assurance work during 2026/27. It maps planned reports to the Sub-Committee's Terms of Reference and supports clear scheduling of audit, finance, risk, performance, complaints and corporate governance items.

### Operating principles

- The programme is a live assurance planning tool and should be reviewed at each ordinary meeting.
- Additional items may be added where they fall within the Sub-Committee's Terms of Reference or are referred by the CJC.
- The programme does not replace the decision-making responsibilities of the CJC, its other sub-committees or officers acting under delegation.
- Reports should be framed around assurance, adequacy of controls, effectiveness of arrangements, statutory compliance and recommendations to the CJC where appropriate.

### Terms of Reference Mapping

| Terms of Reference Area              | Work Programme Coverage   |
|--------------------------------------|---|
| Financial affairs                    | Budget, outturn, medium-term financial strategy, treasury management and financial monitoring.  |
| Risk management and internal control | Strategic risk register, risk management strategy, anti-fraud controls, internal control updates and management of audit recommendations. |
| Performance management               | Corporate Plan performance reporting and assurance on the adequacy of performance management arrangements.                                |
| Corporate governance                 | Annual Governance Statement, governance improvement actions, constitutional/procedure updates where relevant.                             |
| Complaints handling                  | Corporate complaints policy, process assurance, annual complaints report and lessons learned.   |



| Terms of Reference Area              | Work Programme Coverage  |
|--------------------------------------|--|
| Internal audit                       | Internal Audit Charter/Mandate, annual audit plan, progress reports, recommendation tracking and annual opinion. |
| External audit                       | Audit Wales plan, audit findings, management response and recommendation tracking.                               |
| Financial statements                 | Annual Return / Statement of Accounts, post-audit reports and related statutory reporting.                       |
| Other functions specified by the CJC | Specific assurance requests formally referred by the CJC.  |

## Forward Work Programme 2026/27

| Meeting date                    | Report title   | Purpose  | Lead officer                               | Report type                      | Exempt   |
|---------------------------------|--|--|--|----------------------------------|----------|
| June 2026<br>TBC                | <b>Strategic Risk Register and Risk Management Arrangements</b>      | To review the strategic risk register and consider the adequacy of risk identification, ownership, mitigation and escalation arrangements.   | Chief Executive / relevant Chief Officer   | Review / Recommendation          | No / TBC |
| June 2026<br>TBC                | <b>Treasury Management Update</b>                                    | To receive assurance on treasury management arrangements and reporting.  | Chief Finance Officer                      | Noting / Review                  | No       |
| June 2026<br>TBC                | <b>Corporate Complaints Handling Arrangements</b>                    | To receive an update on policy development, process design and future reporting arrangements.<br>To review the corporate complaints policy/process and assess whether it provides effective arrangements for handling complaints | Monitoring Officer / Governance Officer    | Noting / Review / Recommendation | No       |
| June 2026<br>TBC                | <b>Financial Outturn Report 2025/26</b>                              | To review the outturn position and provide comments or recommendations within the Sub-Committee's financial affairs remit.   | Chief Finance Officer                      | Review                           | No       |
| June 2026<br>TBC                | <b>External Audit Plan</b>   | To receive information from the External Auditor, Audit Wales, about their proposed work plan for 2026/27, from both a Finance and Performance aspect.   | Chief Finance Officer                      | Noting                           |          |
| September / October 2026<br>TBC | <b>Draft Medium-Term Financial Strategy / Target Operating Model</b> | To review the financial planning framework and comment on assurance issues before consideration by the CJC where required.   | Chief Finance Officer / Chief Executive    | Review / Recommendation          | No / TBC |
| September / October 2026<br>TBC | <b>Corporate Plan</b>  | To review the proposed corporate planning framework and comment on governance, performance and assurance arrangements.   | Chief Executive / Corporate Planning Lead  | Review / Recommendation          | No       |
| September / October 2026<br>TBC | <b>Internal Audit Progress Report</b>                                | To receive progress against the audit plan and any emerging assurance themes.  | Head of Internal Audit                     | Noting / Review                  | No       |
| September / October 2026<br>TBC | <b>Annual Governance Statement</b>                                   | To review the Annual Governance Statement and governance improvement actions.  | Monitoring Officer / Chief Finance Officer | Review / Recommendation          | No       |
| December 2026<br>TBC            | <b>Draft Budget 2027/28</b>  | To review the draft budget and comment on financial governance, assumptions, risks and assurance before CJC consideration.   | Chief Finance Officer                      | Review / Recommendation          | No       |
| December 2026<br>TBC            | <b>Anti-Fraud Controls</b>   | To review anti-fraud, corruption and irregularity controls, including policy framework, reporting routes and assurance arrangements.   | Chief Finance Officer / Monitoring Officer | Review                           | No / TBC |
| December 2026<br>TBC            | <b>External Audit Update / Audit Wales Recommendations</b>           | To consider external audit findings, management responses and progress against recommendations.  | Chief Finance Officer / Audit Wales        | Review                           | No       |
| December 2026<br>TBC            | <b>Money Laundering?</b>   | Money Laundering Officer?  | Chief Finance Officer                      |                                  |          |
| March 2027<br>TBC               | <b>Risk Register Update</b>  | To review movement in strategic risks and the effectiveness of mitigation and escalation arrangements.   | Chief Executive / relevant Chief Officer   | Review                           | No / TBC |
| March 2027<br>TBC               | <b>Internal Audit Progress and Recommendation Tracking</b>           | To receive progress against the audit plan and the status of agreed audit recommendations.   | Head of Internal Audit                     | Review                           | No       |
| March 2027<br>TBC               | <b>Complaints Annual / Lessons Learned Update</b>                    | To review complaints data, themes, learning and proposed improvements.   | Monitoring Officer / Governance Officer    | Review                           | No       |

| Meeting date      | Report title   | Purpose   | Lead officer                               | Report type             | Exempt |
|-------------------|--|---|--|-------------------------|--------|
| March 2027<br>TBC | <b>Forward Work Programme 2027/28 - Initial Review</b> | To begin shaping the Forward Work Programme for 2027/28.                | Monitoring Officer / Chief Finance Officer | Review                  | No     |
| March 2027<br>TBC | <b>Internal Audit Plan 2027/28</b>                     | To consider and approve the risk-based Internal Audit Plan for 2027/28. | Chief Finance Officer                      | Review / Recommendation | No     |

## Past / Background Items

| Date                              | Item                                      | Purpose   | Outcome / Decision                 | Action point  |
|-----------------------------------|---|---|------------------------------------|---|
| 9 December 2025                   | <b>Terms of Reference</b>                 | For the Sub-Committee to note.  | Terms of Reference noted.          | None.   |
| 9 December 2025                   | <b>Internal Audit Mandate and Charter</b> | To approve the Charter/Mandate.   | Recorded as accepted and approved. | Check whether approval was validly taken and whether re-approval is required. |
| 9 December 2025 / 13 January 2026 | <b>Election of Chair and Vice-Chair</b>   | To elect Chair and Vice-Chair.  | Deferred because of quorum issues. | Bring back to first proper meeting.   |
| 16 and 23 April 2026              | <b>Member induction/training sessions</b> | Training on role, ToR, finance, risk, performance, Growth Deal and Investment Zone context. | Training delivered.                | Use first meeting to reinforce role clarity and assurance remit.              |

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**REPORT TO THE GOVERNANCE AND AUDIT SUB-COMMITTEE**  
**4 June 2026**

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**TITLE:** Risk Management Strategy  
**AUTHOR:** Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer)

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**1. PURPOSE OF THE REPORT**

- 1.1. To seek comments from the Governance and Audit Sub-Committee on the draft Risk Management Strategy, to allow the Leadership Team to draft a recommendation to the Corporate Joint Committee.
- 1.2. The proposed Risk Management Strategy is attached at Appendix 1.

**2. DECISION SOUGHT**

- 2.1. That the Governance and Audit Sub-Committee considers the contents of the attached draft Risk Management Strategy and offers comments thereon.

**3. REASON FOR THE DECISION**

- 3.1. The development and adoption of a Risk Management Strategy is a high priority in the Corporate Joint Committee's Transformation Programme. This is due to the fact that:
  - Risk Management enhances strategic planning and prioritisation
  - Risk Management assists in achieving objectives
  - Risk Management strengthens the ability to be agile

*(UK Government 'Orange Book')*
- 3.2. The 'Orange Book', *Management of Risk – Principles and Concepts*, has been developed by HM Treasury to provide guidance on risk management, and in particular on developing a structured methodology for identifying, assessing, managing and mitigating both strategic and operational risks. Although primarily developed for Central Government, the principles are as relevant to local government organisations, including Corporate Joint Committees.
- 3.3. One of the Governance and Audit Sub-Committee's core statutory functions, as outlined in the Local Government (Wales) Measure 2011 is to review and assess the risk management of the Corporate Joint Committee and where necessary to make reports and recommendations to the CJC on the adequacy and effectiveness of those arrangements.

#### 4. BACKGROUND AND RELEVANT CONSIDERATIONS

4.1. The development of comprehensive risk management arrangements will allow the North Wales Corporate Joint Committee to adopt a structured approach to dealing with the opportunities and risks that the organisation faces. Risk management needs to be an essential part of governance and leadership, and fundamental to how the North Wales Corporate Joint Committee is directed, managed and controlled at all levels.

4.2. It is worth noting the following key quotation from the CIPFA and HM Treasury:

Risk Management is not about being 'risk averse' but is about being 'risk aware'

*(CIPFA: Risk Management in Public Services)*

Public Sector organisations cannot be risk averse and be successful.

*(HM Treasury 'Orange Book')*

4.3 The corporate governance arrangements of the CJC remain in development, with a comprehensive Transformation Programme in place with regular reviews, and fortnightly meetings of key officers to ensure progress. The draft proposed risk management strategy contained in Appendix 1 is a significant part of this programme and is due for implementation in the first half of the 2026/27 financial year.

4.4 The Governance and Audit Sub-Committee has a clear responsibility for holding the organisation to account for its risk management arrangements, and the legal requirement are explicitly outlined in Section 81 of the Local Government (Wales) Measure 2011.

4.5 Further information of roles and responsibilities is provided in Part 5 below. Here, the responsibilities of the Governance & Audit Sub-Committee are outlined as:

- Review and assess the risk management strategy and register
- Provide recommendations to the CJC
- Support and promote effective risk management.
- Monitors adherence.

4.6 There is already a comprehensive risk register in place for the North Wales Growth deal which has been kept under review since the inception of the growth deal. This was last considered by the Economic Well-being Sub-Committee at its meeting on 15 May 2026: [Growth Deal Risk Register May 2026](#).

## 5. ROLES AND RESPONSIBILITIES

5.1. Further to the role of the Governance & Audit Sub-Committee as described in Part 4 above, the draft Risk Management Strategy outlines the roles of different individuals and group within the risk management process:

| Role  | Responsibility  |
|---|---|
| CJC   | <ul style="list-style-type: none"> <li>➤ Provides challenge and input to the Risk Management Strategy and Risk Register</li> <li>➤ Approves the Risk Management Strategy and register including and any material changes as required</li> <li>➤ Monitors progress in the management of Corporate Risks</li> <li>➤ Holds the Leadership Team accountable for the effective management of risk</li> </ul>                                       |
| Governance & Audit Sub-Committee            | <ul style="list-style-type: none"> <li>➤ Review and assess the risk management strategy and register</li> <li>➤ Provide recommendations to the CJC</li> <li>➤ Support and promote effective risk management.</li> <li>➤ Monitors adherence</li> </ul>   |
| Leadership Team                             | <ul style="list-style-type: none"> <li>➤ Contribute and approve the Risk Management Strategy and register for consideration by the Governance &amp; Audit Sub-Committee</li> <li>➤ Deliver the CJC's Risk Management Strategy</li> <li>➤ Effective management action of the Corporate Risk Register</li> <li>➤ Support and promote effective risk management.</li> </ul>  |
| Chief Finance Officer (Section 151 Officer) | <ul style="list-style-type: none"> <li>➤ Prepare and promote the CJC's Risk Management Strategy</li> <li>➤ Develop risk management controls in conjunction with the leadership</li> <li>➤ Active involvement in all material business decisions to ensure short, medium and long-term implications, opportunities and risks are fully considered</li> <li>➤ Foster and embed a culture of risk management across the organisation.</li> </ul> |
| Operations Team                             | <ul style="list-style-type: none"> <li>➤ Develop and deploy systems and processes that allow for the ongoing capturing and monitoring of all risks across the organisation.</li> </ul>  |

|                |   |
|----------------|---|
| Internal Audit | <ul style="list-style-type: none"> <li>➤ Assess the effectiveness of the Risk Management Strategy and the system of internal control.</li> <li>➤ Support and promote effective risk management.</li> <li>➤ Provides independent assurance</li> </ul>  |
| Risk Owners    | <ul style="list-style-type: none"> <li>➤ Accountable for the management action and control of all assigned risks</li> <li>➤ Support the identification and management of risks.</li> <li>➤ Ensure effective risk management arrangements are in place for their area.</li> <li>➤ Promote risk-based decision making across the department.</li> </ul> |
| All staff      | <ul style="list-style-type: none"> <li>➤ Support the identification of risks and contribute to their management, as appropriate.</li> </ul>   |

5.2 In line with the stated roles and responsibilities contained in the draft strategy, following consideration by the Governance & Audit Sub-Committee on 4 June, the next steps will be as follows:

- Leadership Team to consider the Risk Management Strategy, taking into account the comments provided by the Governance & Audit Sub-Committee, and propose a recommendation to the Corporate Joint Committee (to be presented by the Chief Finance Officer).
- The Corporate Joint Committee to consider and approve the Risk Management Strategy, following consideration of the comments provided the Governance and Audit Sub-Committee.

## 6. FINANCIAL IMPLICATIONS

6.1. There are no direct financial implications arising from approval of the Risk Management Strategy itself.

6.2. The Strategy will, however, provide clear guidance to the organisation on the procedures to be followed in prioritising its activities in view of the risks and opportunities that will arise, allowing Ambition North Wales to make informed decisions on the use of its resources.

## 7. LEGAL IMPLICATIONS

7.1. The legal requirements on the Governance and Audit Sub-Committee with regards to risk are addressed in the body of the report. In particular, Section 81 of the Local Government (Wales) Measure 2011 outlines the statutory requirements with regards to risk management.

7.2. In a wider context, the adoption of a systematic approach, as detailed in the draft Risk Management Strategy and informed by the 'Orange Book' (HM Treasury), fulfils the requirement to make the best use of the resources available, allows the organisation to prioritise activities and mitigate the risks associated with its activities in an informed manner.

## **8. WELL-BEING OF FUTURE GENERATIONS IMPLICATIONS**

8.1. The report supports the sustainable development principle by strengthening arrangements for long-term governance, prevention, integration, collaboration and involvement. In particular, a structured risk management procedures assists the CJC in maintaining robust arrangements for risk, finance, performance and corporate governance.

## **9. EQUALITY, DIVERSITY AND WELSH LANGUAGE IMPLICATIONS**

9.1. There are no direct equality, diversity or Welsh language implications arising from approval of the Risk Management Strategy.

## **10. APPENDICES**

10.1. Appendix 1 – Draft Risk Management Strategy.

### **STATUTORY OFFICERS RESPONSE:**

#### **i. Monitoring Officer:**

The draft Risk Management Strategy is an important part of the CJC's governance and assurance framework and the Sub-Committee has a statutory role in reviewing and assessing the adequacy and effectiveness of the CJC's risk management arrangements. Members should satisfy themselves that the Strategy provides a practical framework for managing strategic and operational risk.

#### **ii. Statutory Finance Officer:**

Author of the report.





Uchelgais  
Gogledd Cymru  
Ambition  
North Wales

# Corporate Risk Management Strategy (Draft)



2025



## Contents

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## Introduction

Risk management is a critical process for identifying, assessing, and mitigating potential risks that could impact an organisation's operations, objectives, and reputation. This strategy outlines a comprehensive approach to managing risks effectively and ensuring organisational resilience.

The Corporate Joint Committee (CJC) under the brand of Ambition North Wales leadership team recognises that effective risk management is an integral part of good corporate governance and as such should be a part of everyday management processes across the organisation. Ambition North Wales is committed to ensuring robust risk management arrangements are in place and operating effectively at all times.

The Leadership Team will champion risk management by ensuring that appropriate arrangements are maintained, monitored and controlled.

This strategy clearly sets out the roles and responsibilities of the day-to-day management of the risks affecting Ambition North Wales.

Ambition North Wales will ensure risk management is:

- Structured and consistent to focus decisions, prioritise resources and enable justified risk-taking.
- Applied in a proportionate way.
- Utilising of the right management information to create a complete picture of the key risks and issues to enable effective performance management.
- Regularly reviewed following feedback to ensure our risk management processes remain fit-for-purpose.
- Managed at the most effective and pragmatic managerial level.

## Effective Risk Management

This will be achieved by adopting effective systems of internal control through:

- Embedding clear risk management roles and responsibilities and formal risk reporting lines.
- Integrating a process for continuous review of risks, including proactive management and monitoring of mitigating actions.
- Incorporating risk management into the decision-making arrangements.
- Applying principles of risk management to budget and project planning processes.
- Actively involving elected members in the risk management process.

- Regularly monitoring and reviewing our risk management arrangements to ensure they remain effective and comply with risk management standards, legislation and good practice.
- Establishing best practice across the organisation to promote the Corporate Risk Strategy.
- Embedding risk management into the business planning process and incorporating risk actions into individual performance reviews.
- Providing relevant and easy-to-use risk management guidance and information, based on industry best practice.
- Production of the Annual Governance Statement and in consultation with the Internal Audit Team.

## Defining Risk Management

### What is a risk?

A risk is the possibility that an event or condition will occur that could have a negative (or sometimes positive) impact on objectives, operations, or outcomes.

HM Treasury Orange Book describes a risk as:

*“Risk is most commonly held to mean “hazard” and something to be avoided. But it has another face - that of opportunity. Improving public services requires innovation - seizing new opportunities and managing the risks involved.” – HM Treasury*

*“Risk management covers all the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and 3 monitoring and reviewing progress. Good risk management helps reduce hazard and builds confidence to innovate.” – HM Treasury*

Key Elements of Risk:

- Uncertainty: Risk involves unknowns—something may or may not happen.
- Impact: If the event occurs, it could affect goals, performance, finances, reputation, or safety.
- Likelihood: The probability that the risk event will occur.



What is the difference between a risk and issue?

The difference between a risk and an issue lies mainly in timing and certainty:

| Aspect     | Risk  | Issue  |
|------------|---|--|
| Definition | A potential event that <i>might</i> happen and could impact objectives. | A current event or problem that <i>has already happened</i> and is impacting objectives. |
| Timing     | Future-oriented (uncertain).  | Present or past (certain).   |
| Certainty  | Uncertain – may or may not occur.                                       | Certain – it has occurred.   |
| Management | Managed through risk identification, assessment, and mitigation plans.  | Managed through issue resolution and corrective actions.                                 |
| Example    | “There is a chance the supplier may delay delivery.”                    | “The supplier has delayed delivery.”   |

## Risk Appetite

**Risk appetite** refers to the amount and type of risk that an organisation is willing to accept in pursuit of its objectives.

It reflects the organisation's strategic goals, values, and capacity to manage risk, and it helps guide decision-making by setting boundaries for acceptable risk-taking.

### Risk Appetite Framework

Ambition North Wales has a **low appetite** for risks that could compromise statutory legal compliance, reputational, financial, or service continuity; and a **moderate appetite** for managed risks that enable strategic (innovation), transformation, technology and efficiency within legal/ethical boundaries.

| Risk Category                    | Appetite | Rationale   |
|----------------------------------|----------|---|
| Strategic                        | Moderate | We support controlled innovation to improve service delivery and efficiency.                |
| Operational (Service Continuity) | Low      | Reliable services and resilience are prioritised; accept limited risk with strong controls. |



|   |               |  |
|---|---------------|--|
| Financial                                       | Low           | Protecting financial sustainability and stewardship of public funds outweighs potential upside |
| Legal   | Very Low      | Zero tolerance for unlawful activity; cautious approach to areas with regulatory exposure.     |
| Reputational                                    | Very Low      | Maintain public trust and transparency; avoid actions likely to erode confidence.              |
| Projects/Programmes (Change/Transformation)     | High          | Accept higher risk to deliver transformational benefits, with stage-gate assurance             |
| Governance                                      | Very Low      | Clear accountabilities, strong oversight, and compliance with codes/regulations.               |
| Commercial (partnerships)                       | Moderate-High | Seek value from commercial arrangements and partnerships where benefits justify risk           |
| People (Workforce/Culture)                      | High          | Support change and capability building while safeguarding wellbeing and compliance.            |
| Technology & Information (incl. Cyber Security) | Moderate      | Embrace digital improvements with robust security and data protection.                         |



## Risk Management Approach

### Risk Registers

Completion of all risk registers requires effective management. Regular risk discussions should occur as a formality to ensure corrective action before live issues happen. This will reduce time, costs and use of resources. Raising risks does not mean ownership. This will be owned by the appropriate manager who can provide the necessary mitigating action. All staff involved in risk management have a responsibility to raise risks.

| Register                   | Lead Officer                                  | Purpose   |
|----------------------------|---|---|
| Corporate                  | Chief Finance Officer (Section 151)           | The Corporate Risk Register is used to record, monitor, and manage risks that could impact its strategic objectives, operations, or reputation at the 'enterprise' level. It provides a centralised view of all 'significant' risks and enables 'risk-informed' decision making by leadership and governance bodies. These risks are owned and managed by the Leadership Team. The Corporate Risk register is reviewed at every meeting of the Governance & Audit Sub-Committee   |
| Growth Deal Portfolio      | Portfolio Director                            | The Portfolio Management Risk Register is used to record, track, and manage risks across the Growth Deal portfolio of programmes and projects. It helps the Portfolio Management Office and stakeholders maintain visibility over potential threats that could impact the achievement of Portfolio objectives. These risks are owned and managed by the Economic Wellbeing Sub Committee (Members) and supported by a Portfolio Board (Officers). The register is updated and reported on by the Portfolio Management Office. Risks within the Portfolio Risk Register can be escalated to the Economic Wellbeing Sub Committee by the Portfolio Board. |
| All Programme(s)/ Projects | Senior Responsible Owners/ programme Managers | A Programme Management Risk Register is used to identify, assess, and manage risks across all programmes, which is a coordinated group of related projects managed in a way that delivers benefits not achievable if managed individually. It provides a centralised view of all risks that could affect the programme's ability to deliver its intended outcomes, ensuring proactive risk management. Programme Managers are responsible for the day-to-day management of  |

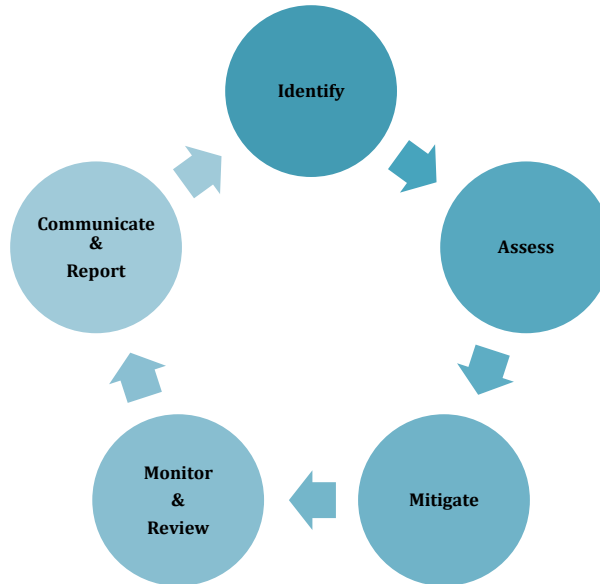


|         |                |   |
|---------|----------------|---|
|         |                | their risk registers. Risks within these registers can be escalated to the to the relevant boards/committee's.  |
| Service | Teams Managers | A service risk register is used to identify, assess and manage risks across a service to deliver corporate objectives. It provides service specific risks to the operations and processes within each team. Risks within service can be escalated through to the leadership team. |

All risk registers must be stored in line with our information governance policies and made available to Legal, Governance & Compliance or Internal Audit on request.

## Risk Management Stages

Ambition North Wales will adopt a standard approach to the management of risk lifecycle stages:



- **Risk Identification** - The first step in risk management is identifying potential risks that may affect the organisation. This includes internal and external risks such as financial uncertainties, legal liabilities, strategic management errors, accidents, and natural disasters. Risk identification involves gathering information from various sources including stakeholder input, historical data, and industry analysis.
- **Risk Assessment** - Once risks are identified, they must be assessed to determine their potential impact and likelihood of occurrence. This involves qualitative and quantitative analysis to prioritize risks based on severity and probability. Tools such as risk matrices and impact assessments are used to evaluate and rank risks.
- **Risk Mitigation** - Risk mitigation strategies are developed to reduce or eliminate the impact of identified risks. This includes implementing controls, developing contingency plans, transferring risk through insurance, and avoiding risk through strategic decisions. Effective mitigation requires collaboration across departments and continuous improvement of risk controls.
- **Monitoring and Review** - Risk management is an ongoing process that requires regular monitoring and review. This ensures that risk mitigation measures are effective and that new risks are identified promptly. Periodic audits, performance reviews, and feedback mechanisms are essential for maintaining an up-to-date risk management strategy.
- **Communication & Reporting** - Communication and reporting requires effective stakeholder engagement about risks and responses. It should promote a risk aware culture across the organisation.



## Risk Assessment

Once a risk has been identified it needs to be assessed. The assessment process considers the likelihood that the risk may occur and its potential impact. This allows for risks to be ranked and prioritised as not all risks are of equal significance.

Using a risk scoring matrix to work out the inherent risk score (probability multiplied by the 'impact') will give an inherent risk score. This will help to make decisions about the significance of the risk, how it will be managed, the controls required and the treatment of the risk

|                   | Impact          |         |            |         |                |
|-------------------|-----------------|---------|------------|---------|----------------|
|                   | 1 Insignificant | 2 Minor | 3 Moderate | 4 Major | 5 Catastrophic |
| 5 Highly likely   | 5               | 10      | 15         | 20      | 25             |
| 4 Likely          | 4               | 8       | 12         | 16      | 20             |
| 3 Possible        | 3               | 6       | 9          | 12      | 15             |
| 2 Unlikely        | 2               | 4       | 6          | 8       | 10             |
| 1 Highly unlikely | 1               | 2       | 3          | 4       | 5              |

| Score | How the risk should be managed  |
|-------|---|
| 16-25 | Risk requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards   |
| 10-15 | A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile   |
| 1-9   | May require some risk mitigation to reduce the likelihood if this can be done costs effectively but good housekeeping to ensure that the impact remains low should be adequate. Reassess frequently to ensure conditions remain the same. |

## Monitoring Arrangements

The Governance & Audit Sub-Committee has responsibility which includes oversight of the risk management arrangements. This is set out in the sub-committee's Terms of Reference, which in reference to functions states risk management must:

*"Review and assess the CJC's risk management, internal control, performance management assessment and corporate governance arrangements"*

*"Make reports and recommendations to the CJC regarding the adequacy and effectiveness of those arrangements"*



To support the sub-committee in the performance of its duties, the Corporate Risk Register will be taken to each meeting of the Governance & Audit Sub-Committee for review and comment. The Leadership Team review the Corporate Risk Register on at least a quarterly basis.

The Risk Management Strategy and any amendments will be reviewed by the Governance & Audit Sub-Committee ahead of being taken to the CJC for approval.

## Risk Management Responsibilities

Risk management is everyone’s responsibility, but there are clearly defined, specific roles and responsibilities for different individuals and groups. These are set out below:

| Role   | Responsibility  |
|--|---|
| CJC  | <ul style="list-style-type: none"> <li>➤ Provides challenge and input to the Risk Management Strategy and Risk Register</li> <li>➤ Approves the Risk Management Strategy and register including and any material changes as required</li> <li>➤ Monitors progress in the management of Corporate Risks</li> <li>➤ Holds the Leadership Team accountable for the effective management of risk</li> </ul>                                       |
| Governance & Audit Sub-Committee             | <ul style="list-style-type: none"> <li>➤ Review and assess the risk management strategy and register</li> <li>➤ Provide recommendations to the CJC</li> <li>➤ Support and promote effective risk management.</li> <li>➤ Monitors adherence</li> </ul>   |
| Leadership Team                              | <ul style="list-style-type: none"> <li>➤ Contribute and approve the Risk Management Strategy and register for consideration by the Governance &amp; Audit Committee</li> <li>➤ Deliver the CJC’s Risk Management Strategy</li> <li>➤ Effective management action of the Corporate Risk Register</li> <li>➤ Support and promote effective risk management.</li> </ul>  |
| Chief Finance Officer (Section 151 Officer)* | <ul style="list-style-type: none"> <li>➤ Prepare and promote the CJC’s Risk Management Strategy</li> <li>➤ Develop risk management controls in conjunction with the leadership</li> <li>➤ Active involvement in all material business decisions to ensure short, medium and long-term implications, opportunities and risks are fully considered</li> <li>➤ Foster and embed a culture of risk management across the organisation.</li> </ul> |



|                 |   |
|-----------------|---|
| Operations Team | <ul style="list-style-type: none"> <li>➤ Develop and deploy systems and processes that allow for the ongoing capturing and monitoring of all risks across the organisation.</li> </ul>  |
| Internal Audit* | <ul style="list-style-type: none"> <li>➤ Assess the effectiveness of the Risk Management Strategy and the system of internal control.</li> <li>➤ Support and promote effective risk management.</li> <li>➤ Provides independent assurance</li> </ul>  |
| Risk Owners     | <ul style="list-style-type: none"> <li>➤ Accountable for the management action and control of all assigned risks</li> <li>➤ Support the identification and management of risks.</li> <li>➤ Ensure effective risk management arrangements are in place for their area.</li> <li>➤ Promote risk-based decision making across the department.</li> </ul> |
| All staff       | <ul style="list-style-type: none"> <li>➤ Support the identification of risks and contribute to their management, as appropriate.</li> </ul>   |

\* via Service Level Agreement



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**NORTH WALES CJC GOVERNANCE**

**4 June 2026**

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**TITLE:** Treasury Management Strategy Statement 2025/26

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

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**1. PURPOSE OF THE REPORT**

1.1. The purpose of this report is to provide the Corporate Joint Committee's (CJC) with an overview of the Treasury Management activity for 2025/56.

**2. DECISIONS SOUGHT**

2.1. To accept the report for 2025/26.

**3. REASONS FOR THE DECISION**

3.1 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 The strategy for 2025/25 was approved by the CJC on 13<sup>th</sup> June 2025. This report compares the actual performance against the strategy.

**5. LEGAL IMPLICATIONS**

5.1. The Treasury Management Strategy Statement 2025/26 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 Activity 2025/26

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**STATUTORY OFFICERS RESPONSE:**

**i. Monitoring Officer:**

The report concerns treasury management activity undertaken under the CJC's approved Treasury Management Strategy and relevant statutory/CIPFA guidance. On the basis that the report is for noting rather than approval of a new strategy, I have no further legal comments, subject to Finance officers being satisfied that activity during 2025/26 complied with the approved strategy and applicable guidance.

**ii. Statutory Finance Officer:**

Report author.

## Executive Summary

During the 2025/26 financial year the CJC's treasury management activity remained within the limits originally set and total interest received on deposits was £1.9m. There were no defaults by institutions in which the CJC had deposited money.

### 1. Introduction

The CJC's Treasury Management Strategy for 2025/26 was approved by the North Wales Corporate Joint Committee on 13<sup>th</sup> June 2025.

The CJC has invested substantial sums of money and is therefore 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 risk are therefore central to the CJC's Treasury Management Strategy.

This report compares the actual performance against the strategy for the financial year 2025/26 and fulfils the CJC's legal obligation under the Local Government Act 2003 to have regard for both the CIPFA Code and the Welsh Government's Investment Guidance.

### 2. External Context

**Economic background:** The financial year was largely dominated by two periods of significant uncertainty and volatility. The first being the US trade tariff 'Liberation Day' in April 2025 and the second was the US/Israel war with Iran at the end of February 2026.

After the initial fallout from US trade tariffs, the following months saw some improvements as equity markets made gains and bond yields eased modestly. However, in the UK this trend in bond yields reversed somewhat as an uncertain economic outlook together with concerns around the government's fiscal position and autumn Budget saw 'term premia' rise as investors demanded a higher return for holding gilts.

The Budget itself was more muted than had been expected. Despite a weak economic outlook, this helped UK markets perform better with gilt yields trending downwards, inflation easing, and expectations for cuts in Bank of England (BoE) Bank Rate increasing.

The end of February 2026 saw the start of the war between US/Israel and Iran. The conflict caused oil and other commodity prices to rise sharply as the shipping lanes in the region became effectively closed, restricting global oil supply. At the end of the period, the economic outlook remained highly uncertain in terms of its impact on inflation as well as countries' fiscal and monetary policy conditions around the globe.

Prior to the start of the war, headline UK consumer price inflation (CPI) inflation had generally been trending downwards, albeit the 3% in February 2026 was unchanged from January. Core CPI also stayed put at 3.1%. Inflation was expected to fall further over the coming months to the BoE's 2% target, but the war changed this. Inflation is now expected to rise

again, but how quickly and by how much depends on the duration of the war and how long commodity prices are elevated.

The Office for National Statistics (ONS) reported the UK economy expanded by 0.1% in Q4 2025. This followed previous modest gains of 0.2% in Q2 and by 0.1% in Q3. Of the subsequent monthly figures, the ONS estimated that GDP showed no growth in January 2026. As this is from before the war started the impact on growth will not be seen formally in the data for a couple more months.

While the most recent labour market figures were slightly better than expected, the general trend has been one of persistent weakness. In the three months to January 2026, the unemployment rate rose to 5.2% (from 5.1%), while the employment rate held at 75.1%. Despite inflation being expected to rise in the coming months, labour market conditions remain loose and so any upward pressure on wages from general inflation is likely to be tempered by the weaker labour market environment.

After cutting Bank Rate to 3.75% in December 2025, the BoE's Monetary Policy Committee (MPC) voted 5-4 to hold rates in February 2026 and then unanimously to do so again in March. Until the war started, financial markets were expecting Bank Rate to be cut to 3.5% at the March meeting. However, the conflict in the Middle East quickly changed this. The MPC noted the risks to both inflation and growth and indicated they could move rates either up or down depending on the conditions. Financial markets quickly responded to this by pricing in rate hikes.

Following the March MPC meeting, Arlingclose, the authority's treasury adviser, revised its central interest rate view and now predicts Bank Rate will be held at 3.75%. However, the conflict makes the outlook for rates highly uncertain. In the short-term the risks are to the upside with the chance of higher Bank Rate should the MPC decide it wishes to quickly quash potential second-round effects from higher inflation. Further out, if Bank Rate is hiked quickly, the pace and magnitude of subsequent cuts could take it far lower than was previously anticipated as policymakers add significant stimulus to a much weaker economic growth outlook.

The US Federal Reserve had been cutting rates over the period, reducing Fed Funds Rate target range by 0.25% at its December meeting to 3.50%-3.75%. At the three subsequent meetings, the rate was held at the same range. Policymakers noted that while inflation was elevated, economic activity had been expanding but the war with Iran made the path of monetary policy highly uncertain. Despite this, the Fed still suggested that further rate cuts were likely in 2026 and 2027.

The European Central Bank (ECB) has kept its key interest rates on hold since June 2025, maintaining the deposit rate at 2.0% and main refinancing rate at 2.15%. At its March 2026 meeting, the ECB noted the war in the Middle East had significantly increased uncertainty, creating upside risks for inflation and downside risks for growth, leading it to revise up its forecasts accordingly.

**Financial markets:** After declining sharply early in the financial year following the announcement of US tariffs, sentiment in financial markets had improved but equity and bond markets remained volatile throughout. However, the latter part of the period was dominated by the US/Israel war with Iran, which saw equity markets fall sharply, and bond yields rise as concerns over the inflationary impact from sharply higher oil and other commodity prices outweighed the flight-to-quality into government bonds often seen in conflicts.

Equity markets had been registering gains after the declines during the April sell-off, but the war reversed this and markets saw another sharp drawdown. Both the FTSE 100 and 250 fell by around 10% over the month from the start of the conflict to the end of the financial year.

The period saw significant volatility in gilt yields. The 10-year UK benchmark gilt yield started the year at 4.65% and ended at 4.86%. However, over this time the 10-year yield hit a low of 4.23% and a high of 4.95% in the space of a month. It was a similar picture for the 20-year gilt which started at 5.18% and ended at 5.45% with a low and high of 4.92% and 5.55% respectively. The Sterling Overnight Rate (SONIA) averaged 4.01% over the 12 months to 31<sup>st</sup> March.

**Credit review:** Arlingclose maintained its recommended maximum unsecured duration limit on most of the banks on its counterparty list at 6 months. The other banks remain on 100 days.

Earlier in the period, Fitch upgraded NatWest Group and related entities to AA- from A+ and placed Clydesdale Bank's long-term A- rating on Rating Watch Positive. Fitch later upgraded Clydesdale Bank and HSBC, but downgraded Lancashire CC and Close Brothers.

Moody's affirmed OP Corporate's rating at Aa3 in May 2025. Later in the period, Moody's upgraded Transport for London, Allied Irish Banks, Bank of Ireland, Toronto-Dominion Bank, DZ Bank, Nordea and HSBC and downgraded Close Brothers. In the last quarter of 2025 S&P upgraded Clydesdale Bank, Allied Irish Banks and Bank of Ireland, and assigned Warrington Council a BBB+ rating.

After spiking in April 2025 following the US trade tariff announcements, UK credit default swap (CDS) prices had trended down before picking up modestly in October and November. After declining again in December and into the new calendar year, they rose sharply once again when the war in the Middle East started. They were still elevated at the end of the period, but prices for all banks on Arlingclose's counterparty list remained within limits deemed satisfactory for maintaining credit advice at current durations.

Overall, European banks' CDS prices have generally been flatter and lower compared to the UK, as have Singaporean and Australian lenders while some Canadian bank CDS prices have remained elevated since the beginning of the period in part due to ongoing trade tensions with the US.

Financial market volatility is expected to remain, and CDS levels will be monitored for signs of ongoing credit stress. As ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remain under constant review.

### 3. Year End Position

#### Treasury Management Summary

|                           | <b>31.3.26<br/>Balance<br/>£m</b> |
|---------------------------|-----------------------------------|
| Short-term investments    | 34.1                              |
| Cash and cash equivalents | 22.3                              |
| <b>Total investments</b>  | <b>56.4</b>                       |

### 4. Treasury Investment Activity

The CIPFA Treasury Management Code now defines treasury management investments as those investments which arise from the CJC's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.

The CJC has held significant invested funds, representing income received in advance of expenditure. During the year, the CJC's investment balances have ranged between £41.6 million and £56.3 million.

#### Treasury Investment Position

|  | <b>31.3.26<br/>Balance<br/>£m</b> | <b>31.3.26<br/>Rate<br/>%</b> | <b>31.3.26<br/>WAM*<br/>days</b> |
|--|-----------------------------------|-------------------------------|----------------------------------|
| Banks & building societies (unsecured) | 2.3                               | 3.15                          | 1.0                              |
| Local Authorities                      | 31.1                              | 6.01                          | 40.1                             |
| Money Market Funds                     | 20.0                              | 3.81                          | 1.0                              |
| Debt Management Office                 | 3.0                               | 3.71                          | 3.0                              |
| <b>Total investments</b>               | <b>56.4</b>                       |                               |                                  |

\*Weighted average maturity

Both the CIPFA Code and government guidance require the CJC to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the optimum 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.

Bank rate reduced from 4.50% to 4.25% in May 2025, followed by a further reduction to 4.00% in August 2025 and to 3.75% in December 2025. Short term interest rates have largely followed these levels. The rates on DMADF deposits ranged between 3.70% and 4.46% and money market rates between 3.76% and 4.30%.

### Investment Benchmarking

|                           | Credit Score | Credit Rating | Bail-in Exposure | WAM* (days) | Income Rate of Return |
|---------------------------|--------------|---------------|------------------|-------------|-----------------------|
| <b>31.03.2026</b>         | <b>4.65</b>  | <b>A+</b>     | <b>40%</b>       | <b>13</b>   | <b>4.99%</b>          |
| Similar Bodies Average    | 4.67         | A+            | 56%              | 67          | 4.33%                 |
| Local Authorities Average | 4.60         | A+            | 64%              | 10          | 4.46%                 |

\*Weighted average maturity

## 5. Compliance Report

The section 151 officer reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the CJC's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in the following tables:

### Investment Limits

|   | 2025/26 Maximum | 31.3.26 Actual | 2025/26 Limit | Complied |
|---|-----------------|----------------|---------------|----------|
| The UK Government                             | £53.3m          | £3m            | Unlimited     | ü        |
| Local authorities & other government entities | £5m             | £5m            | £5m           | ü        |
| Secured investments                           | £0m             | £0m            | £5m           | ü        |
| Banks (unsecured)                             | £2.7m           | £2.3m          | £3m           | ü        |
| Building societies (unsecured)                | £0m             | £0m            | £3m           | ü        |
| Registered providers (unsecured)              | £0m             | £0m            | £3m           | ü        |
| Money Market Funds                            | £5m             | £5m            | £5m           | ü        |

## 6. Recommendation

To receive the report.

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**GOVERNANCE AND AUDIT SUB-COMMITTEE**

**4th June 2026**

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**TITLE:** Compliments, Comments and Complaints Policy

**AUTHOR:** Alwen Williams, Chief Executive Officer, Ambition North Wales

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**1. PURPOSE OF THE REPORT**

- 1.1 This report presents the Compliments, Comments and Complaints Policy for consideration by the CJC's Governance and Audit Sub-Committee.
- 1.2 The policy sets out the approach to receiving, managing and learning from the feedback we receive.
- 1.3 Establishing this policy supports transparency, accountability and continuous improvement.

**2. DECISIONS SOUGHT**

- 2.1. The Governance and Audit Sub-Committee is asked to consider the draft Compliments, Comments and Complaints Policy and recommend its adoption by the Corporate Joint Committee.

**3. REASON FOR THE DECISION**

- 3.1 Having a clear complaints policy reduces the risk of inconsistent complaint handling, poor record keeping, missed learning, avoidable escalation to the Ombudsman and reputational damage. Regular monitoring and reporting will support organisational learning and provide assurance to senior management and the Governance and Audit Sub-Committee.

**4. BACKGROUND AND RELEVANT CONSIDERATIONS**

- 4.1 The CJC is continuing to develop its governance arrangements as an emerging organisation.
- 4.2 An effective feedback framework ensures concerns are addressed fairly and learning is captured.
- 4.3 The policy reflects established practices across Welsh, UK public bodies and aligns with the six principles for good administration set out by the Public Services Ombudsman (Wales) under section 34 of the Public Services Ombudsman (Wales) Act 2019.

**5. HOW FEEDBACK WILL BE MANAGED**

- 5.1 The approach includes informal resolution and formal investigation stages: Stage 1 complaints would normally be dealt with by an appropriate manager within the relevant service area. Stage 2 complaints should normally be considered by a Director or another suitably senior officer who has not been directly involved in the matter complained about.
- 5.2 Complaints will be acknowledged, investigated proportionately, and responded to clearly.
- 5.3 Complaints will usually receive a response within the stated period (20 working days). However, where more time is required, due to the matter's complexity or requiring further investigation, the complainant will be notified within that period. They will also receive an explanation as to why an extension is necessary, along with an indicative revised timescale.
- 5.4 Lessons learned will be used to improve services.

## **6 GOVERNANCE AND OVERSIGHT**

- 6.1 Complaints will be recorded, monitored and reported to senior management and, where necessary, the Governance and Audit Sub-Committee.

## **7 LEGISLATIVE CONTEXT**

- 7.1 The policy aligns with key legislation including the principles of good complaint handling, as set out by the Public Services Ombudsman (Wales) Act 2019, as well as the Local Government and Elections (Wales) Act 2021, Well-being of Future Generations (Wales) Act 2015, Equality Act 2010, Welsh Language (Wales) Measure 2011, and Data Protection legislation.
- 7.2 This is a corporate complaints policy. It is important to note that it should not replace or cut across separate statutory, legal, HR, whistleblowing, data protection, freedom of information, member conduct, procurement challenge or appeal processes. Those matters should be signposted to the appropriate route instead.

## **8 DEVELOPING OUR APPROACH**

- 8.1 Processes and systems will continue to evolve alongside organisational development.

## **9 FINANCIAL IMPLICATIONS**

- 9.1 There are no financial implications of this report.

## **10 LEGAL IMPLICATIONS**

- 10.1 The legal implications are addressed in the body of this report.

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### **APPENDICES:**

Appendix 1: Compliments, Comments and Complaints Policy

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**STATUTORY OFFICERS RESPONSE:**

**i. Monitoring Officer:**

The introduction of a clear corporate complaints policy is supported from a governance perspective. The policy should assist with consistent complaint handling, appropriate escalation, record keeping, organisational learning and transparency. It is also important that the policy remains clearly confined to corporate complaints and does not cut across separate statutory, legal, HR, whistleblowing, data protection, freedom of information, member conduct, procurement challenge or appeal processes, all of which should continue to be dealt with under the appropriate route. Subject to that, the report and policy are considered appropriate for consideration by the Governance and Audit Sub-Committee and recommendation to the Corporate Joint Committee.

**ii. Statutory Finance Officer:**

I support the proposed Policy, which is a further step in the development of the governance structure of the Corporate Joint Committee.

## Ambition North Wales Compliments, Comments and Complaints Policy

|                                     |   |
|-------------------------------------|---|
| Document Control                    |   |
| Title:                              | Compliments, Comments and Complaints Policy |
| Owner / Team:                       | Operations Team                             |
| Date:                               |   |
| Reviewing Officer:                  |   |
| Next review date:                   |   |
| Date of Equality Impact Assessment: |   |
| Document Approval                   |   |
| Date of approval:                   |   |
| Policy approval given by:           |   |

| Version | Date     | Status /Changes |
|---------|----------|-----------------|
| 0.1     | 12.05.26 | Draft           |
|         |          |                 |
|         |          |                 |
|         |          |                 |

## Ambition North Wales Compliments, Comments and Complaints Policy

Working collaboratively is one of Ambition North Wales's core values. We recognise the importance of listening to residents and communities across the region so we can better understand their priorities. We welcome feedback on what we do well and on how we can improve, and this policy explains the different ways you can share your views.

Ambition North Wales is committed to responding effectively to any concerns or complaints about our services. We aim to clarify anything you are unsure about and, wherever possible, correct any mistakes we may have made.

If we have done something wrong, we will apologise and, where appropriate, take steps to put things right.

Our procedure places a strong emphasis on learning from experience. This helps us understand people's concerns, improve our services, and share good practice across the organisation.

### Six principles for good administration

This policy aligns with the six [principles for good administration](#) set out by the Public Services Ombudsman (Wales) under section 34 of the Public Services Ombudsman (Wales) Act 2019.

1. Getting it right.
2. Being customer focused.
3. Being open and accountable.
4. Acting fairly and proportionately.
5. Putting things right.
6. Seeking continuous improvement.

### Compliments

If you would like to tell us about something we've done well, this will help us to evaluate the delivery of our services are delivered and how we can build on and share any good practice. We also welcome praise for a member of staff or team so we can recognise and celebrate their good practice. Please see below how to submit a compliment.

All compliments, comments and complaints will be logged and referred to the relevant team/staff at Ambition North Wales.

### Comments

Ambition North Wales welcomes comments and suggestions around how we can improve our services or any concerns you may have about any aspect of our work.

You may submit a compliment or comment by:

- Asking for a copy of our form from the person with whom you are already in contact
- Use the form on our website at XXXXXXXX (awaiting website page development)
- Email us at [info@ambitionnorth.wales](mailto:info@ambitionnorth.wales)
- Write a letter to us at: Ambition North Wales, Government Buildings, Sarn Mynach, Llandudno Junction, Conwy, LL31 9RZ

Please note we may not be able to respond to all compliments and comments.

## Complaints

### When to use this policy:

When you express your concerns or complain to us, we will usually respond in the way outlined under 'How to make a complaint'.

This policy applies to corporate complaints about Ambition North Wales services. It does not apply where a separate statutory, legal, contractual, HR, governance or appeal process is available or more appropriate. Where this is the case, we will aim to signpost the complainant to the correct process.

Please note this policy does not apply:

- If you have a Freedom of Information Request or a concern or complaint around Data Protection. These issues should be addressed to Ambition North Wales Data Protection Officer. You may contact them via
- E-mail: \*\*\*\*\* (DPO email address)
- Or in writing: Ambition North Wales, Government Buildings, Sarn Mynach, Llandudno Junction, Conwy, LL31 9RZ.
- If you wish to express a concern or make a complaint about a North Wales Corporate Joint Committee Member or Sub-Committee member who may have breached The Conduct of Members (Principles)(Wales) Order 2001 you should submit a concern or complaint Public Services Ombudsman (Wales) More information on making a complaint can be found on the Public Services Ombudsman (Wales) website: <https://www.ombudsman.wales/factsheets/what-we-do-when-we-get-your-complaint-about-the-conduct-of-a-local-councillor/>
- You can also contact the Public Services Ombudsman vis phone: 0300 790 0203

### How to make a complaint:

There are two stages to Ambition North Wales's complaints procedure.

Ambition North Wales reserves the right to escalate serious matters straight to Stage 2 should it feel this is necessary based on the nature and seriousness of the complaint raised.

### Stage 1: Early resolution (informal)

If possible, we believe it's best to deal with things straight away. If you have a concern, please raise it with the person you're dealing with. They will try to resolve it for you there and then.

If the issue cannot be resolved straight away, it will be treated as a Stage 1 complaint.

Stage 1 complaints will normally be considered by the relevant team manager or other appropriate lead officer within the programme area concerned within 10 working days.

We would expect a response to an informal complaint to:

- Offer an apology where appropriate
- Advise what action is to be taken to put things right
- Identify any lessons learnt; and
- Provide information on what to do if you remain dissatisfied

If there are any lessons to learn from addressing your concern, the relevant team will record and draw them to our attention. If you remain dissatisfied with the response, you can then decide if you wish to make a formal concern or complaint. If you are dissatisfied with the response to the outcome of Stage 1, your complaint may be escalated to Stage 2.

### Stage 2: Formal concern or complaint

You can express your concern or complaint in any of the following ways:

- Ask for a copy of our Compliments, Comments and Complaints form from the person with whom you are already in contact. Tell them that you want us to deal with your concern formally.
- Use the Compliments, Comments and Complaints form on our website [at XXXXXXXX](#)
- Email us at [info@ambitionnorth.wales](mailto:info@ambitionnorth.wales)
- Write a letter to us at: Ambition North Wales, Government Buildings, Sarn Mynach, Llandudno Junction, Conwy, LL31 9RZ.

Copies of this policy and the complaint form are available in Welsh and English. For large print or braille copies or as audio please [info@ambitionnorth.wales](mailto:info@ambitionnorth.wales).

Complaints will normally be confirmed in writing; however, we will support individuals who need assistance to submit a complaint in an alternative format.

### Dealing with your concern or complaint:

- We will formally acknowledge your formal concern or complaint within 5 working days and let you know how we intend to deal with it.
- We will ask you to tell us how you would like us to communicate with you and establish whether you have any requirements – for example, if you need documents in a different format in order for them to be accessible. We will also consider requests for written communication in a language other than Welsh or English.
- We will deal with your concern in an open and honest way.
- We can assure you that whatever concern or complaint you raise will not affect your dealings with us in the future, or our responsibilities to you.
- If you're expressing a concern on behalf of somebody else, we'll need their agreement in writing to you acting on their behalf.

Normally, we will only be able to look at your concerns if you tell us about them within 6 months of the matter arising. This is because it's better to look into your concerns while the issues are still fresh in everyone's mind. We may exceptionally be able to look at concerns which are brought to our attention later than this. However, you will have to explain why you have not been able to bring it to our attention earlier, and we will need to have sufficient information about the issue to allow us to consider it properly. In any event, we will not consider any concerns about matters that took place more than 12 months ago.

## Investigation

We will let you know who will be looking into your concern or complaint.

Stage 2 complaints will normally be considered by an Ambition North Wales director or senior officer who has not been directly involved in the matter complained about. Where appropriate, the Chief Executive may appoint another suitable senior officer to investigate or respond.

We will set out our understanding of your concerns and ask you to confirm that this is correct. We will also ask you to tell us what outcome you are hoping to achieve.

We may contact you to ask for clarification about your complaint during the investigation. If we don't receive a response within 28 working days, the complaint will be closed, and we will write to you to explain this.

The officer investigating your complaint will usually need to access relevant files held by Ambition North Wales. If you do not wish for this to happen, it is important that you tell us as soon as possible.

Where a simple solution is available, we may ask whether you are willing to accept this rather than proceed with a full investigation, which may take more time and resources.

We will aim to respond to Stage 2 complaints as quickly as possible and we expect to deal with the majority within 20 working days. Where this is not possible, for example if your complaint is more complex, or where further investigation is reasonably required, the officer investigating your complaint will:

[uchelgaisgogledd.cymru](http://uchelgaisgogledd.cymru) | [ambitionnorth.wales](http://ambitionnorth.wales)

- Let you know within 20 working days why more time is needed and provide a revised timescale (this should be no longer than 3 months from the date of your original complaint)
- Let you know the progress of the investigation and provide you with an update if the timescale changes.

The officer investigating will first aim to establish the facts. The scope of the investigation will depend on the seriousness and complexity of the issues raised. For more complex cases, we will prepare an investigation plan.

In some circumstances, we may ask to meet with you to discuss your concerns. Occasionally, we may suggest mediation or another appropriate method to help resolve the matter.

We will consider all relevant evidence, which may include information you have provided, case files, notes of conversations, correspondence, emails or other materials relevant to your concern. Where necessary, we will also speak with staff or others involved and review our policies, guidance and any relevant legislation.

### Complaint involving more than one organisation

If your complaint covers more than one organisation, for example, the Ambition North Wales and one of its constituent Authorities, we will work with them to decide who should deal with the matter. We will let you know who will be responsible for communicating with you while your complaint is being considered and when you can expect an outcome.

If the complaint is about a body working on our behalf, for example, a company contracted by Ambition North Wales, you may wish to raise the matter informally with them first. However, should you wish to raise the matter with us on a formal basis, we will look into the complaint and respond to you.

### Outcome

If your complaint is formally investigated, we will let you know our findings. Where appropriate, we will produce a written report explaining how and why we reached our conclusions.

If we find that we have made a mistake, we will explain what happened and why. Where we identify faults in our systems or the way we work, we will tell you what those faults are and outline the steps we will take to prevent them from happening again. Where an error has occurred, we will always offer an apology.

### Putting Things Right

If we did not provide a service that you were entitled to receive, we will aim to provide it as soon as possible, where this is feasible. If we didn't do something well, we will take steps to put it right and when this will happen.

If you have suffered a loss as a result of our mistake, we will seek where appropriate, to restore you to the position you would have been in had things been done correctly.

If you paid for a service that we should have provided or if you were entitled to funding you did not receive, we will seek to refund the cost or make the appropriate payment.

### The Ombudsman

If we your complaint is not resolved in your view, you may complain to the Public Services Ombudsman for Wales.

The Ombudsman is independent of all government bodies and can look into your complaint if you believe that you personally, or the person on whose behalf you are complaining:

- Have been treated unfairly or received a bad service through some failure on the part of the service provider
- Have been disadvantaged personally by a service failure or have been treated unfairly

The Ombudsman normally expects you to bring your concerns to our attention first and to give us a chance to put things right.

You can contact the Ombudsman by:

- Phone: 0300 790 0203
- Email: [ask@ombudsman.wales](mailto:ask@ombudsman.wales)
- The website: [www.ombudsman.wales](http://www.ombudsman.wales)
- Writing to: Public Services Ombudsman for Wales 1 Ffordd yr Hen Gae, Pencoed CF35 5LJ

### Making a complaint about our Welsh language services

Complains in relation to the Welsh language will follow the same procedures outlined in this policy.

If you are dissatisfied with how we respond to your complaint regarding the Welsh language or if your freedom to speak Welsh has been denied, you may complain directly to the Welsh language Commissioner:

- Phone: 0345 6033 221
- Email: [post@cyg-wlc.cymru](mailto:post@cyg-wlc.cymru)
- Website: [Complaints Form](#)
- The Welsh Language Commissioner, Caernarfon Office  
Unit 2, Block C  
Victoria Dock  
Caernarfon  
LL55 1TH

### Learning lessons

[uchelgaisgogledd.cymru](http://uchelgaisgogledd.cymru) | [ambitionnorth.wales](http://ambitionnorth.wales)

We take your concerns and complaints seriously and try to learn from any mistakes we've made. Our Senior Management Team considers a summary of all complaints and is made aware of all serious concern or complaints which require an investigation.

Where there is a need for significant change, we will develop an action plan setting out what we will do, who will do it and when we plan to do it. We will let you know when changes we've promised to have been made.

### Monitoring Compliments, Comments and Complaints

All compliments, comments and complaints which apply to this policy will be recorded by Ambition North Wales. The Senior Corporate Policy Officer will be responsible for oversight of logging and reviewing complaints.

ANW Senior Leadership Team and Governance and Audit Sub-Committee every 6 months will consider a summary of all complaints received, and details of any serious with recommendations where service improvements have been identified.

### What we expect from you

We believe that all complainants have the right to be heard, understood and respected. However, we also consider that our staff have the same rights. We therefore expect you to be polite and courteous in your dealings with us. We will not tolerate aggressive or abusive behaviour, unreasonable demands or unreasonable persistence.

Compliments, Comments and Complaint Form (available as a Word document, PDF and as an online form)

At Ambition North Wales, we work hard to provide the best possible service to everyone who uses our services. We aim to put people at the centre of everything we do.

We welcome your feedback about the services you have received. Your experience helps us understand what we are doing well and where we need to improve.

Your feedback matters to us. We use the comments and observations you share to help us improve our services for everyone. Please complete this form to submit your compliment, comment or complaint:

A. Your details:

Surname:

Forename(s):

Title:

Mr/Mrs/Miss/Ms/ if  
other, please state.

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Address and postcode:

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E-mail address:

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Daytime contact telephone  
number:

Mobile number:

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Please state by which of the above methods you would prefer us to contact you:

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Your requirements: if our usual way of dealing with this process makes it difficult for you to use our service, please tell us so that we can discuss how we might help you.

The person who experienced the situation should normally fill in this form.



If you are filling this on behalf of someone else, please fill in Section B. Please note that before taking on the matter we will need to satisfy ourselves that you have the authority to act on behalf of the person concerned.

**B. Completing the form on behalf of someone else.**

**Their**

**details:**

Surname:

Forename(s):

Title:

Mr/Mrs/Miss/Ms/ if  
other, please state.

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Address and postcode:

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What is your relationship to them?

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Why are you contacting us on their behalf?

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**C. What is your reason/reasons for contacting us? (Please continue your answers to the following questions on a separate sheet(s) if necessary)**

- Compliment
- Comment
- Complaint
- Other

**C1.**

Name of the relevant Service/Officer concerned:

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C2. What in your opinion was done well, or what wasn't done well or what could be improved?

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C3. Describe how this has affected you personally.:

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C4. If you are making a complaint, what in your opinion should Ambition North Wales do to put things right?

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C5. When did you first become aware of the situation? (If you are making a complaint and it is more than 6 months since you first became aware of the situation, please give the reason why you have not contacted us before now):

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C6. Have you already shared your observations with the frontline staff responsible for delivering the service? If so, please give brief details of how and when you did so:

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If you have any relevant documents to support your request, please attach them to this form.

Signature:

Date:

When you have completed this form, please send it to:- [info@ambitionnorth.wales](mailto:info@ambitionnorth.wales)

### How do we use your information

We collect your personal information in order to deal with your complaint. We do this as part of our duties as a public body. Your details will not be shared outside Ambition North Wales other than when it is necessary to do so in order to resolve your complaint. To learn how long we keep your data please contact us. The contact details for the **Data Protection Officer:- XXXX (insert DPO contact details here)**



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**GOVERNANCE AND AUDIT SUB-COMMITTEE**

**4 June 2026**

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**TITLE:** 2025/26 Revenue and Capital Out-turn Position

**AUTHOR:** Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer)  
Sian Pugh, Assistant Head of Finance

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**1. PURPOSE OF THE REPORT**

1.1. The purpose of this report is to provide the Governance and Audit Sub-committee the 2025/26 final out-turn position for the Corporate Joint Committee, Growth Deal (including the Shared Prosperity Fund and Local Area Energy Plan), Investment Zone and Regional Skills Partnership (Appendix A) for consideration prior to the North Wales Corporate Joint Committee's (CJC) meeting on 19 June 2026.

**2. DECISION SOUGHT**

2.1. To consider the information and the decisions sought in Appendix A.

**3. REASON FOR THE DECISION**

3.1. The CJC will be asked to accept the 2025/26 out-turn position, and the Governance and Audit Sub-committee is hereby given the opportunity to consider the proposals in Appendix A and to scrutinise the information before the report is presented to the CJC.

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**APPENDICES:**

**Appendix A:** Report to the North Wales Corporate Joint Committee meeting 19 June 2026

**Appendix 1:** CJC's out-turn position 2025/26

**Appendix 2:** Growth Deal's revenue out-turn position 2025/26

**Appendix 3:** Growth Deal's reserves position

**Appendix 4:** Growth Deal's capital position

**Appendix 5:** Investment Zone's out-turn position 2025/26

**Appendix 6:** Regional Skills Partnership's out-turn position 2025/26

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**STATUTORY OFFICERS RESPONSE:**

**i. Monitoring Officer:**

No specific legal implications arise directly from this report. The report provides an appropriate opportunity for the Sub-Committee to scrutinise the 2025/26 out-turn position before consideration by the CJC. Members should be satisfied that the information presented is sufficient to support informed decision-making in accordance with the CJC's Constitution and principles of good governance.

**ii. Statutory Finance Officer:**

Report author.



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## NORTH WALES CORPORATE JOINT COMMITTEE

19 June 2026

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**TITLE:** 2025/26 Revenue and Capital Out-turn Position

**AUTHOR:** Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer)  
Sian Pugh, Assistant Head of Finance

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### 1. PURPOSE OF THE REPORT

- 1.1. The purpose of this report is to provide the North Wales Corporate Joint Committee (CJC) with details of the CJC, Growth Deal (including the Shared Prosperity Fund and Local Area Energy Plan), Investment Zone and Regional Skills Partnership's final out-turn position for 2025/26.

### 2. DECISIONS SOUGHT

- 2.1. To note and accept the CJC's out-turn position for 2025/26 (Appendix 1), including transferring £1,067,414 to the earmarked reserve to fund future budgets.
- 2.2. To note and accept the Growth Deal's out-turn position for 2025/26 (Appendix 2). Due to the underspend reported, this includes not using £60,990 of the earmarked reserve and using a reduced amount of £867,731 from the North Wales Growth Deal grant in order to show a neutral position for the year.
- 2.3. To note and accept the Growth Deal's reserves position (Appendix 3).
- 2.4. To note and accept the Growth Deal's capital end of year review as of 31 March 2026 (Appendix 4).
- 2.5. To note and accept the Investment Zone's out-turn position for 2025/26 (Appendix 5).
- 2.6. To note and accept the Regional Skills Partnership's out-turn position for 2025/26 (Appendix 6).

### 3. REASONS FOR THE DECISION

- 3.1. To inform the CJC and seek approval of the final position for 2025/26.

### 4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. On 1 April 2025, the North Wales Economic Ambition Board's role and functions were transferred to the CJC, which included staff, resources, financial liabilities and assets, including the Growth Deal and funding. The Regional Skills Partnership also transferred to the CJC on the same date.

- 4.2. The CJC is considered a “larger relevant body” pursuant to the Accounts and Audit (Wales) Regulations 2014 (as amended). This means that an annual Statement of Accounts in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom will be produced in 2025/26 and presented in due course.

## 5. FINANCIAL IMPLICATIONS

### Corporate Joint Committee

- 5.1. Appendix 1 provides a detailed breakdown of the CJC’s expenditure and income per heading against its annual budget for 2025/26.
- 5.2. The final net out-turn position for 2025/26 was an underspend of £1,067,414 and this has increased from the £959,205 that was forecasted in the end of December 2025 review. The CJC grant funding received during the year was partly used to fund costs that had been previously budgeted, therefore contributed towards the underspend. Approval is sought to transfer this underspend to the earmarked reserve to fund expenditure in subsequent years as the activities of the CJC and its functions increase. The CJC has already approved for £624,590 of this reserve to be used as part of the 2026/27 budget at its meeting on 23 January 2026.

### Employees

- 5.3. The final underspend on this heading is £324,796.
- 5.4. The employee expenditure includes the Chief Executive (full time since June 2025, previously on secondment from the Growth Deal for 2 days a week), posts in Policy, Corporate Support and Operations, support from the Personal Assistant, the Strategic Communication and Engagement Lead, Funding Project Manager and the Procurement and Social Value Manager (2.-3 days a week), and the costs of staff on secondment to the CJC. The underspend of £399,852 is due to posts being filled during the financial year or expected to be filled in 2026/27. This underspend has been used to fund the external consultants overspend shown under set-up costs.
- 5.5. There is expenditure of £46,200 on the additional Monitoring Officer capacity heading as an interim Monitoring Officer was appointed to fulfil the role full time. The function was previously undertaken on a part time basis by the Head of Legal and Monitoring Officer at Cyngor Gwynedd.
- 5.6. The recruitment of a full-time Chief Executive and additional posts has led to expenditure being incurred on advertising, recruitment and training.
- 5.7. The Governance and Audit Committee meetings commenced in December 2025, therefore leading to an underspend in the lay members allowance heading.

### Travel

- 5.8. The travel allowance and staff subsistence costs are £1,402, which gives an underspend of £1,598 for 2025/26.

### Supplies and Services

- 5.9. There is a net underspend of £135,369 against the supplies and services heading.
- 5.10. The external consultants heading is showing a net underspend of £72,463. The overspend on the Transport sub-heading is funded by the Regional Transport Grant, which is shown in the income section. The budget for external consultants for Strategic Planning was £132,500, however, due to a delay in the agreements, it is expected that the work will be undertaken in 2026/27.
- 5.11. The other main underspends relate to insurance and systems. The actual insurance cost for 2025/26 is less than budgeted and most of the cost has been apportioned between the CJC and the Growth Deal based on employee budget costs, therefore leading to an underspend for the CJC. The systems budget was included to cover the initial set-up costs as well as an annual fee for a Committee Management System; however, this is now expected to be implemented in 2026/27.
- 5.12. The overspend of £16,256 in premises relates to the costs of additional office space and the repositioning of office furniture.

### Support Services

- 5.13. The final underspend on this heading is £79,923 as the Service Level Agreement between the CJC and Cyngor Gwynedd is yet to be finalised.
- 5.14. The overspend on the corporate services heading is due to the demand on translation services.
- 5.15. The underspend on the legal and democratic support headings is used to fund the overspend on the legal and democratic costs from external consultants shown under set-up costs.

### Set-Up Costs

- 5.16. The expenditure on legal and democratic and external consultants relates to the support on the implementation of the CJC, and support has continued beyond the initial contracted period as part of the CJC's transformation, therefore leading to an overspend of £148,491 compared to the budget.

### Income

- 5.17. The CJC was successful in its bid to Welsh Government for funding towards the Regional Transport Plan, the Strategic Development Plan and the support of the CJC's implementation, with £200,000 awarded for all three headings in 2025/26.
- 5.18. £74,219 of interest income was received for 2025/26.
- 5.19. The levy on the constituent authorities for 2025/26 was approved by the CJC in its meeting on 17 January 2025.

### Reserves

- 5.20. The earmarked reserve balance at 31 March 2025 was £1,112,671, and £564,740 of this reserve was allocated to the 2025/26 budget to give a balance of £547,931.

- 5.21. In 2024/25, £83,067 of the CJC's reserve was used to fund the Investment Zone's expenditure whilst awaiting for Government's approval of the Investment Zone grant. The grant was received in 2025/26 and £20,662 has been repaid to the CJC's reserve, with the remaining balance to be repaid during 2026/27.
- 5.22. The transfer of the £1,067,414 underspend to the earmarked reserve gives a balance of £1,636,007 at 31 March 2026. £624,590 of the reserve has been earmarked for the 2026/27 budget, as well as a portion allocated towards supporting the Strategic Development Plan in future years.

### **Growth Deal (including Shared Prosperity Fund and Local Area Energy Plan)**

- 5.23. Appendix 2 provides a detailed analysis of the actual expenditure and income per heading against the 2025/26 budget.
- 5.24. The final net out-turn position for 2025/26 was an underspend of £543,259, and this has decreased from the £618,025 underspend that was forecasted in the end of December 2025 review. The budget and the December 2025 review included £412,085 of the resources reserve; however, as shown in Appendix 2, £79,162 has been used and this has funded the additional government roles. The reduction in the use of the resources reserve has offset further underspends in various budget headings.
- 5.25. In order to leave a neutral position for the year, the CJC will be asked not to use £60,990 of the earmarked reserve and to approve for a reduced amount of £867,731 (compared to the original budget of £1,350,000) of the Growth Deal grant to be used to fund the revenue expenditure in 2025/26.

### Portfolio Management Office

- 5.26. There is a £761,218 underspend on the Portfolio Management Office (PMO) and the main underspend is shown on the employee expenditure and additional government roles heading.
- 5.27. The underspend on the employee expenditure heading is £655,371 and this is due to some staff costs that were included within the core budget were subsequently funded by other sources.
- 5.28. Almost £90,000 of the underspend is due to staff working a proportion of their time on the CJC, around £39,000 relates to staff working on the Regional Skills Partnership and around £156,400 relates to staff that were funded by Ambition North Wales's Growth Deal projects.
- 5.29. The Shared Prosperity Fund and the Local Area Energy Plan grants received were also used to fund staff costs, which together contribute nearly £153,300 of the underspend.
- 5.30. Vacant posts during the year also led to a further underspend of around £254,500 in employee expenditure. Part of this underspend has been used to fund the costs of a temporary external advisor to support the Energy Programme beyond the Local Area Energy Plan grant.
- 5.31. The additional government roles were filled during the year therefore leading to an underspend of £127,158.

- 5.32. Additional recruitment, including the recruitment of Portfolio Director, led to an overspend in advertising and assessment of candidates' costs by £20,932.
- 5.33. There was an overspend of £11,610 on supplies and services due to upgrades in equipment and equipment for new staff.
- 5.34. The insurance heading is showing an overspend of £11,800 due to reasons noted in 5.11. Whilst the systems budget was included to fund the costs of the Committee Management System (which is expected to be implemented in 2026/27), expenditure has been incurred on a platform and the development of a project management system.

#### Accountable Body Support Services

- 5.35. The final underspend on this heading is £82,056 as the Service Level Agreement between the CJC and Cyngor Gwynedd is yet to be finalised. Financial and legal support were also apportioned to the Investment Zone during the year, therefore contributing to the underspend for the Growth Deal.

#### Joint Committee

- 5.36. The Joint Committee heading shows an underspend of £27,456, with an underspend in external legal support, external financial fees as well as the Business Delivery Board.

#### Projects

- 5.37. The final overspend on this heading is £58,704. There is an overspend in external legal support costs on numerous projects in the capital programme, however there is an underspend on project business case development costs, external finance support, external procurement support and assurance costs.
- 5.38. The project delivery and project delivery - employees headings relate to expenditure on Growth Deal projects led by Ambition North Wales that are currently in delivery and are considered as revenue expenditure. The expenditure on these headings is funded by the projects' Growth Deal allocation, and this is shown in the Income section.

#### Grant Schemes

- 5.39. The expenditure under this heading includes grant funded Local Area Energy Plan and Shared Prosperity Fund projects and there was an underspend of £31,989. Confirmation was received during the financial year that the funding for the Shared Prosperity Fund can be claimed up to September 2026 and therefore the underspend of £31,986 will be spent and claimed in 2026/27.

#### Transfers to Reserves

- 5.40. The transfers to reserves section includes £108,380 of partner interest contributions and £24,679 of access to funding charges on Growth Deal projects, which will be transferred to the interest reserve to fund the cost of borrowing in future years.

- 5.41. At the North Wales Economic Ambition Board meeting on 14 February 2025, a request from the PMO to transfer the interest received in 2024/25 and 2025/26 on the North Wales Growth Deal grant balances to a specific reserve to fund additional government requirements and project development costs from 2025/26 and the retention of PMO's capacity for an additional two years beyond March 2026 was approved. The interest received on balances was £1,833,295 and £1,635,549 of this balance will be transferred to this reserve (resources reserve) whilst the remaining £197,746 will be transferred to the interest reserve.

#### Funding Contributions

- 5.42. The main income streams for 2025/26 include partner contributions, the North Wales Growth Deal grant (revenue allocation and the funding of project staff costs and project delivery costs), Welsh Government energy grant, UK Shared Prosperity Fund, the earmarked reserve and the resources reserve.
- 5.43. The use of the Growth Deal grant for projects is £239,795 compared to the budget of £116,675. This is due to the grant funding 50% of the costs of staff that were previously 100% funded by the Welsh Government energy grant in previous years, an increase in the number of staff recruited for digital projects and expenditure incurred on Ambition North Wales's Growth Deal projects that are currently in delivery.
- 5.44. Due to the final net out-turn position for 2025/26 being an underspend of £543,259, and in order to leave a neutral position for the year, it is proposed that the earmarked reserve of £60,990 is not used (therefore available to use for future years' budgets) and the North Wales Growth Deal grant allocation is reduced by £482,269 from £1,350,000 to £867,731. Although the North Wales Growth Deal grant is a capital grant, the same flexibility as local authorities have been used in the way that they manage their capital funding, with Cyngor Gwynedd allocating the Growth Deal grant against its capital projects and releasing the equivalent value of revenue funding to the Growth Deal to fund its revenue expenditure.

#### Reserves

- 5.45. Appendix 3 shows the movement in reserves during the year and the balances at 31 March 2026.
- 5.46. The total earmarked reserve balance at 31 March 2026 was £210,977.
- 5.47. The projects reserve balance at 31 March 2025 was £29,167. In 2024/25, costs of £123,133 relating to the Clean Local Energy Project were met from the projects reserve as the Full Business Case was yet to be approved by 31 March 2025. The Full Business Case has subsequently been approved therefore £123,133 of the Growth Deal grant has been transferred to the reserve.
- 5.48. The interest reserve is ringfenced to fund the cost of borrowing in future years. Its balance at 31 March 2026 is £5,064,288 and this includes the partner interest contributions of £108,380, access to funding charges of £24,679 and £197,746 of interest income on the reserve balance.
- 5.49. £412,085 of the resources reserve was allocated to the 2025/26 budget but only £79,162 was used and this was to fund the additional government roles. The underspend on employee expenditure and project development costs and the appointment of the additional government roles during the year led to less funding required from the reserve.

- 5.50. Interest of £1,635,549 on the Growth Deal grant and the resources reserve balance was received and therefore the balance of the reserve as at 31 March 2026 was £4,356,618. The CJC at its meeting on 23 January 2026 approved the use of £986,730 of this reserve as part of the 2026/27 budget.

### Capital

- 5.51. Appendix 4 shows the Growth Deal's capital programme end of year review for 2025/26.
- 5.52. The total expenditure up to 31 March 2026 is £30.64m.
- 5.53. There is a net reduction of £14.28m in the expenditure for 2025/26 and this is due to slippage on projects. However, the expenditure on the Cydnerth project was brought forward with the total expenditure of £8.87m shown under 2025/26 rather than between two financial years as was originally profiled in the budget therefore reducing the slippage.
- 5.54. The expenditure in Appendix 4 also includes the project delivery costs shown in Appendix 2 – these relate to the Clean Energy Fund, 4G+, LPWAN and Advanced Wireless projects.
- 5.55. The 2.15% budget for revenue funding in 2025/26 has also reduced to £0.87m to reflect the final revenue out-turn position.

### **Investment Zone**

- 5.56. Final approval by the UK and Welsh Governments of the Flintshire and Wrexham Investment Zone was announced in the 2025 Budget and over the ten-year duration of the Investment Zone, a total of £6.4m is available to support the programme's administration. From this allocation, £200,000 per annum is allocated to the CJC and £220,000 each to Flintshire County Council and Wrexham County Borough Council. The 2025/26 funding was received in March 2026.
- 5.57. Appendix 5 provides an analysis of the Investment Zone's actual expenditure and income, with a neutral out-turn position for 2025/26.
- 5.58. The CJC's expenditure on the Investment Zone consists of £51,839 on employees (the Chief Executive, Regional Skills Manager and Skills and Employability Portal Project Manager's time), £457 on supplies and services, £29,644 on support services (translation and financial and legal support) and £131,834 on external consultants. The CJC was also awarded £25,000 during the year from Welsh Government for consultancy support.
- 5.59. The Investment Zone grant used as at 31 March 2026 is £430,220. This consists of £200,000 of the CJC's annual allocation and £230,220 of Flintshire County Council and Wrexham County Borough Council's expenditure.
- 5.60. The Investment Zone's expenditure for 2024/25 was £83,067 and this was initially funded by the CJC reserve. £20,662 has been repaid to the reserve from the remainder of the CJC's annual grant allocation and the interest received on the grant balance in 2025/26. The remaining £62,405 will be repaid from interest received in 2026/27.

## Regional Skills Partnership

- 5.61. Appendix 6 provides an analysis of the Regional Skills Partnership’s actual expenditure and income against its 2025/26 budget.
- 5.62. The out-turn is a neutral position, with the expenditure of £290,000 funded by Welsh Government grant.
- 5.63. There was £346,422 in the skills reserve at 31 March 2026 to fund commitments in the skills field in subsequent years.

## 6. CONSULTATIONS UNDERTAKEN

- 6.1. The Growth Deal appendices of this report were presented to the Portfolio Board on 24 April 2026 and were also presented, along with the Investment Zone and Regional Skills Partnership appendices, to the Economic Well-being Sub-committee on 15 May 2026.

## 7. LEGAL IMPLICATIONS

- 7.1. Section 12 of the Public Audit (Wales) Act 2004 states that a joint committee of two or more (local) authorities is a local government body, and Section 13 of the Act requires such bodies to maintain accounts subject to audit by an external auditor approved by the Auditor General for Wales.
- 7.2. The Accounts and Audit (Wales) Regulations require all Joint Committees to prepare year-end accounts. Where the annual income or expenditure are over £2.5m, the joint committee is deemed to be a “larger relevant body” and an annual Statement of Accounts in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom must be prepared.

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### APPENDICES:

|                   |   |
|-------------------|---|
| <b>Appendix 1</b> | CJC’s out-turn position 2025/26                         |
| <b>Appendix 2</b> | Growth Deal’s revenue out-turn position 2025/26         |
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**STATUTORY OFFICERS RESPONSE:**

**i. Monitoring Officer:**

The legal implications are set out in the Report. The recommendations are within the CJC's functions and relate to proper financial stewardship, year-end accounting and reserve management.

Members should be satisfied that the proposed treatment of reserves and grant funding is transparent, properly recorded and consistent with the CJC's approved budgetary framework. Any items deferred into 2026/27 should continue to be monitored through the CJC's normal financial, audit and performance reporting arrangements.

Subject to the Statutory Finance Officer's confirmation of the financial position, there are no further legal or governance issues arising from the recommendations.

**ii. Statutory Finance Officer:**

Report author.

North Wales Corporate Joint Committee's 2025/26 Revenue Out-Turn Position

Appendix 1

|   | Budget             |                |                           |                  | 2025/26 Final Position |                |                           |                   | Overspend / (Underspend) |
|---|--------------------|----------------|---------------------------|------------------|------------------------|----------------|---------------------------|-------------------|--------------------------|
|   | Strategic Planning | Transport      | Corporate Joint Committee | Total Budget     | Strategic Planning     | Transport      | Corporate Joint Committee | Total Expenditure |                          |
|   | (£)                | (£)            | (£)                       | (£)              | (£)                    | (£)            | (£)                       | (£)               | (£)                      |
| <b>Expenditure</b>                                  | <b>(£)</b>         | <b>(£)</b>     | <b>(£)</b>                | <b>(£)</b>       | <b>(£)</b>             | <b>(£)</b>     | <b>(£)</b>                | <b>(£)</b>        | <b>(£)</b>               |
| <b>Employees</b>                                    |                    |                |                           |                  |                        |                |                           |                   |                          |
| Employee expenditure (Pay, N.I. & Superannuation)   | 226,230            | 112,970        | 428,880                   | 768,080          | 109,143                | 61,291         | 197,794                   | 368,228           | (399,852)                |
| Additional Monitoring Officer Capacity              | 0                  | 0              | 0                         | 0                | 0                      | 0              | 46,200                    | 46,200            | 46,200                   |
| Advertising and recruitment costs                   | 0                  | 0              | 0                         | 0                | 0                      | 0              | 25,779                    | 25,779            | 25,779                   |
| Training  | 0                  | 0              | 0                         | 0                | 0                      | 0              | 3,838                     | 3,838             | 3,838                    |
| Lay members allowance                               | 0                  | 0              | 1,230                     | 1,230            | 0                      | 0              | 469                       | 469               | (761)                    |
| <b>Employees Total</b>                              | <b>226,230</b>     | <b>112,970</b> | <b>430,110</b>            | <b>769,310</b>   | <b>109,143</b>         | <b>61,291</b>  | <b>274,080</b>            | <b>444,534</b>    | <b>(324,796)</b>         |
| <b>Travel</b>                                       |                    |                |                           |                  |                        |                |                           |                   |                          |
| Travel and subsistence                              | 940                | 400            | 1,660                     | 3,000            | 82                     | 0              | 1,320                     | 1,402             | (1,598)                  |
| <b>Travel Total</b>                                 | <b>940</b>         | <b>400</b>     | <b>1,660</b>              | <b>3,000</b>     | <b>82</b>              | <b>0</b>       | <b>1,320</b>              | <b>1,402</b>      | <b>(1,598)</b>           |
| <b>Supplies and services</b>                        |                    |                |                           |                  |                        |                |                           |                   |                          |
| Premises  | 0                  | 0              | 0                         | 0                | 0                      | 0              | 16,256                    | 16,256            | 16,256                   |
| Tools and equipment                                 | 3,440              | 1,470          | 6,090                     | 11,000           | 11                     | 891            | 9,385                     | 10,287            | (713)                    |
| Miscellaneous supplies                              | 940                | 400            | 1,660                     | 3,000            | 606                    | 810            | 2,380                     | 3,796             | 796                      |
| Marketing   | 0                  | 0              | 0                         | 0                | 0                      | 0              | 5,750                     | 5,750             | 5,750                    |
| Bank costs  | 0                  | 0              | 0                         | 0                | 0                      | 0              | 1,141                     | 1,141             | 1,141                    |
| Engagement and meetings                             | 930                | 1,160          | 2,780                     | 4,870            | 90                     | 0              | 1,886                     | 1,976             | (2,894)                  |
| Audit Wales' fees                                   | 0                  | 0              | 30,000                    | 30,000           | 0                      | 0              | 26,482                    | 26,482            | (3,518)                  |
| External consultants                                | 132,500            | 66,340         | 10,000                    | 208,840          | 0                      | 127,572        | 8,805                     | 136,377           | (72,463)                 |
| Insurance   | 15,000             | 15,000         | 30,000                    | 60,000           | 1,701                  | 848            | 2,767                     | 5,316             | (54,684)                 |
| Systems   | 4,770              | 5,960          | 14,310                    | 25,040           | 0                      | 0              | 0                         | 0                 | (25,040)                 |
| <b>Supplies and services Total</b>                  | <b>157,580</b>     | <b>90,330</b>  | <b>94,840</b>             | <b>342,750</b>   | <b>2,408</b>           | <b>130,121</b> | <b>74,852</b>             | <b>207,381</b>    | <b>(135,369)</b>         |
| <b>Support Services</b>                             |                    |                |                           |                  |                        |                |                           |                   |                          |
| Finance Services Support (Includes S151 Officer)    | 11,630             | 10,920         | 47,100                    | 69,650           | 9,914                  | 4,756          | 21,238                    | 35,908            | (33,742)                 |
| Legal (Includes Monitoring Officer)                 | 12,940             | 12,940         | 27,330                    | 53,210           | 2,412                  | 2,412          | 7,237                     | 12,061            | (41,149)                 |
| Democratic Support                                  | 14,220             | 17,770         | 42,650                    | 74,640           | 11,615                 | 9,046          | 44,447                    | 65,108            | (9,532)                  |
| Corporate Services                                  | 4,750              | 4,920          | 12,710                    | 22,380           | 4,991                  | 3,925          | 22,179                    | 31,095            | 8,715                    |
| Information Technology                              | 3,210              | 1,380          | 5,690                     | 10,280           | 918                    | 918            | 4,229                     | 6,065             | (4,215)                  |
| <b>Support Services Total</b>                       | <b>46,750</b>      | <b>47,930</b>  | <b>135,480</b>            | <b>230,160</b>   | <b>29,850</b>          | <b>21,057</b>  | <b>99,330</b>             | <b>150,237</b>    | <b>(79,923)</b>          |
| <b>Set-up costs</b>                                 |                    |                |                           |                  |                        |                |                           |                   |                          |
| Legal and Democratic                                | 0                  | 0              | 50,000                    | 50,000           | 24,020                 | 24,020         | 33,451                    | 81,491            | 31,491                   |
| External consultants                                | 0                  | 0              | 72,000                    | 72,000           | 28,215                 | 28,215         | 132,570                   | 189,000           | 117,000                  |
| <b>Set-up costs Total</b>                           | <b>0</b>           | <b>0</b>       | <b>122,000</b>            | <b>122,000</b>   | <b>52,235</b>          | <b>52,235</b>  | <b>166,021</b>            | <b>270,491</b>    | <b>148,491</b>           |
| <b>Total Expenditure Budget</b>                     | <b>431,500</b>     | <b>251,630</b> | <b>784,090</b>            | <b>1,467,220</b> | <b>193,718</b>         | <b>264,704</b> | <b>615,603</b>            | <b>1,074,025</b>  | <b>(393,195)</b>         |
| Welsh Government - Strategic Development Plan Grant | 0                  | 0              | 0                         | 0                | (200,000)              | 0              | 0                         | (200,000)         | (200,000)                |
| Welsh Government - Regional Transport Plan Grant    | 0                  | 0              | 0                         | 0                | 0                      | (200,000)      | 0                         | (200,000)         | (200,000)                |
| Welsh Government - CIC Grant                        | 0                  | 0              | 0                         | 0                | 0                      | 0              | (200,000)                 | (200,000)         | (200,000)                |
| Welsh Government - Investment Zone                  | 0                  | 0              | 0                         | 0                | 0                      | 0              | 0                         | 0                 | 0                        |
| Interest  | 0                  | 0              | 0                         | 0                | 0                      | 0              | (74,219)                  | (74,219)          | (74,219)                 |
| Contribution from reserve                           | (56,460)           | (67,450)       | (440,830)                 | (564,740)        | (56,460)               | (67,450)       | (440,830)                 | (564,740)         | 0                        |
| <b>Total Net Expenditure Budget</b>                 | <b>375,040</b>     | <b>184,180</b> | <b>343,260</b>            | <b>902,480</b>   | <b>(62,742)</b>        | <b>(2,746)</b> | <b>(99,446)</b>           | <b>(164,934)</b>  | <b>(1,067,414)</b>       |

|  | Strategic Planning | Other functions  | Total Levy       | Strategic Planning | Other functions  | Total Levy       | Variance |
|--|--------------------|------------------|------------------|--------------------|------------------|------------------|----------|
| Income                                       | (£)                | (£)              | (£)              | (£)                | (£)              | (£)              | (£)      |
| <b>Partners Contributions through a Levy</b> |                    |                  |                  |                    |                  |                  |          |
| Conwy County Borough Council                 | (59,630)           | (87,190)         | (146,820)        | (59,630)           | (87,190)         | (146,820)        | 0        |
| Denbighshire County Council                  | (52,660)           | (74,050)         | (126,710)        | (52,660)           | (74,050)         | (126,710)        | 0        |
| Flintshire County Council                    | (84,450)           | (118,820)        | (203,270)        | (84,450)           | (118,820)        | (203,270)        | 0        |
| Cyngor Gwynedd                               | (53,860)           | (90,830)         | (144,690)        | (53,860)           | (90,830)         | (144,690)        | 0        |
| Isle of Anglesey County Council              | (37,540)           | (52,800)         | (90,340)         | (37,540)           | (52,800)         | (90,340)         | 0        |
| Wrexham County Borough Council               | (73,770)           | (103,750)        | (177,520)        | (73,770)           | (103,750)        | (177,520)        | 0        |
| Eryri National Park Authority                | (13,130)           |                  | (13,130)         | (13,130)           |                  | (13,130)         | 0        |
| <b>Total Income Budget</b>                   | <b>(375,040)</b>   | <b>(527,440)</b> | <b>(902,480)</b> | <b>(375,040)</b>   | <b>(527,440)</b> | <b>(902,480)</b> | <b>0</b> |

|                                   |                  |
|-----------------------------------|------------------|
| <b>Total reserves at 31/03/25</b> | <b>1,112,671</b> |
| 2025/26 Budget                    | (564,740)        |
| Investment Zone                   | 20,662           |
| 2025/26 Underspend                | 1,067,414        |
| <b>Total reserves at 31/03/26</b> | <b>1,636,007</b> |

## Growth Deal's Financial Position 2025/26

## Appendix 2

| Expenditure                                       | Base Budget<br>(£) | One-off<br>virements<br>(£) | Total Budget<br>(£) | 2025/26 Final Position<br>(£) | Overspend /<br>(Underspend)<br>(£) |
|---|--------------------|-----------------------------|---------------------|-------------------------------|------------------------------------|
| <b>Portfolio Management Office</b>                |                    |                             |                     |                               |                                    |
| Employee Expenditure (Pay, N.I. & Superannuation) | 1,558,280          | 0                           | 1,558,280           | 902,909                       | (655,371)                          |
| Additional Government Roles                       | 206,320            | 0                           | 206,320             | 79,162                        | (127,158)                          |
| External Advisor                                  | 0                  | 0                           | 0                   | 22,677                        | 22,677                             |
| Advertising and Assessment of Candidates          | 2,500              | 0                           | 2,500               | 23,432                        | 20,932                             |
| Travel and Subsistence                            | 10,000             | 0                           | 10,000              | 5,464                         | (4,536)                            |
| Training  | 18,000             | 0                           | 18,000              | (577)                         | (18,577)                           |
| Engagement and Meetings                           | 10,000             | 0                           | 10,000              | 4,889                         | (5,111)                            |
| Communications and Public Relations               | 25,000             | 0                           | 25,000              | 23,060                        | (1,940)                            |
| Supplies and Services                             | 15,000             | 0                           | 15,000              | 26,610                        | 11,610                             |
| Premises  | 36,000             | 0                           | 36,000              | 30,094                        | (5,906)                            |
| Portfolio and Programme Development               | 30,000             | 0                           | 30,000              | 21,000                        | (9,000)                            |
| Insurance   | 4,130              | 0                           | 4,130               | 15,930                        | 11,800                             |
| Systems   | 9,540              | 0                           | 9,540               | 8,902                         | (638)                              |
| <b>Total Portfolio Management Office</b>          | <b>1,924,770</b>   | <b>0</b>                    | <b>1,924,770</b>    | <b>1,163,552</b>              | <b>(761,218)</b>                   |
| <b>Accountable Body Support Services</b>          |                    |                             |                     |                               |                                    |
| Finance Services Support                          | 113,330            | 0                           | 113,330             | 65,108                        | (48,222)                           |
| Legal (includes Monitoring Officer)               | 44,980             | 0                           | 44,980              | 20,263                        | (24,717)                           |
| Democratic Support                                | 28,430             | 0                           | 28,430              | 25,697                        | (2,733)                            |
| Corporate Services                                | 48,350             | 0                           | 48,350              | 45,509                        | (2,841)                            |
| Information Technology                            | 28,440             | 0                           | 28,440              | 24,897                        | (3,543)                            |
| <b>Total Accountable Body Support Services</b>    | <b>263,530</b>     | <b>0</b>                    | <b>263,530</b>      | <b>181,474</b>                | <b>(82,056)</b>                    |
| <b>Joint Committee</b>                            |                    |                             |                     |                               |                                    |
| External Legal Support                            | 18,000             | 0                           | 18,000              | 13,116                        | (4,884)                            |
| External Financial Fees                           | 10,000             | 0                           | 10,000              | 2,428                         | (7,572)                            |
| External Audit Fee                                | 28,350             | 0                           | 28,350              | 28,350                        | 0                                  |
| Business Delivery Board                           | 15,000             | 0                           | 15,000              | 0                             | (15,000)                           |
| <b>Total Joint Committee</b>                      | <b>71,350</b>      | <b>0</b>                    | <b>71,350</b>       | <b>43,894</b>                 | <b>(27,456)</b>                    |
| <b>Projects</b>                                   |                    |                             |                     |                               |                                    |
| Project Business Case Development                 | 150,000            | 0                           | 150,000             | 70,095                        | (79,905)                           |
| External Legal Support                            | 150,000            | 0                           | 150,000             | 187,114                       | 37,114                             |
| External Finance Support                          | 50,000             | 0                           | 50,000              | 810                           | (49,190)                           |
| External Procurement Support                      | 50,000             | 0                           | 50,000              | 0                             | (50,000)                           |
| Assurance   | 50,000             | 0                           | 50,000              | 10,890                        | (39,110)                           |
| Project Delivery                                  | 0                  | 0                           | 0                   | 24,188                        | 24,188                             |
| Project Delivery - Employees                      | 0                  | 0                           | 0                   | 215,607                       | 215,607                            |
| <b>Total Projects</b>                             | <b>450,000</b>     | <b>0</b>                    | <b>450,000</b>      | <b>508,704</b>                | <b>58,704</b>                      |
| <b>Grant schemes</b>                              |                    |                             |                     |                               |                                    |
| Employee Expenditure - Local Area Energy Project  | 0                  | 80,040                      | 80,040              | 87,292                        | 7,252                              |
| Other related costs - Local Area Energy Project   | 0                  | 10,310                      | 10,310              | 2,011                         | (8,299)                            |
| External Advisor - Local Area Energy Project      | 0                  | 79,920                      | 79,920              | 80,964                        | 1,044                              |
| Local Area Energy Plans                           | 0                  | 6,800                       | 6,800               | 6,800                         | 0                                  |
| Employee Expenditure- Shared Prosperity Fund      | 0                  | 196,870                     | 196,870             | 197,216                       | 346                                |
| Other related costs - Shared Prosperity Fund      | 0                  | 16,865                      | 16,865              | 16,449                        | (416)                              |
| Shared Prosperity Plans                           | 0                  | 230,515                     | 230,515             | 198,599                       | (31,916)                           |
| <b>Grant schemes Total</b>                        | <b>0</b>           | <b>621,320</b>              | <b>621,320</b>      | <b>589,331</b>                | <b>(31,989)</b>                    |
| <b>Transfers to reserves</b>                      |                    |                             |                     |                               |                                    |
| Partner interest contributions                    | 108,380            | 0                           | 108,380             | 108,380                       | 0                                  |
| Access to Funding Charges                         | 0                  | 0                           | 0                   | 24,679                        | 24,679                             |
| Interest on balances                              | 0                  | 0                           | 0                   | 1,833,295                     | 1,833,295                          |
| <b>Total Transfers to reserves</b>                | <b>108,380</b>     | <b>0</b>                    | <b>108,380</b>      | <b>1,966,354</b>              | <b>1,857,974</b>                   |
| <b>Total Expenditure</b>                          | <b>2,818,030</b>   | <b>621,320</b>              | <b>3,439,350</b>    | <b>4,453,309</b>              | <b>1,013,959</b>                   |

## Growth Deal's Financial Position 2025/26

## Appendix 2

|   | Base Budget        | One-off<br>virements | Total Budget       | 2025/26 Final Position | Overspend /<br>(Underspend) |
|---|--------------------|----------------------|--------------------|------------------------|-----------------------------|
| Income  | (£)                | (£)                  | (£)                | (£)                    | (£)                         |
| <b>Funding Contributions</b>                          |                    |                      |                    |                        |                             |
| <b>Partner Contributions</b>                          |                    |                      |                    |                        |                             |
| Conwy County Borough Council                          | (58,730)           | 0                    | (58,730)           | (58,730)               | 0                           |
| Denbighshire County Council                           | (58,730)           | 0                    | (58,730)           | (58,730)               | 0                           |
| Flintshire County Council                             | (58,730)           | 0                    | (58,730)           | (58,730)               | 0                           |
| Cyngor Gwynedd  | (58,730)           | 0                    | (58,730)           | (58,730)               | 0                           |
| Isle of Anglesey County Council                       | (58,730)           | 0                    | (58,730)           | (58,730)               | 0                           |
| Wrexham County Borough Council                        | (58,730)           | 0                    | (58,730)           | (58,730)               | 0                           |
| Bangor University                                     | (29,380)           | 0                    | (29,380)           | (29,380)               | 0                           |
| Wrexham University                                    | (29,380)           | 0                    | (29,380)           | (29,380)               | 0                           |
| Coleg Cambria   | (29,380)           | 0                    | (29,380)           | (29,380)               | 0                           |
| Grŵp Llandrillo Menai                                 | (29,380)           | 0                    | (29,380)           | (29,380)               | 0                           |
| <b>Local Authorities' Supplementary Contributions</b> |                    |                      |                    |                        |                             |
| Conwy County Borough Council                          | (40,000)           | 0                    | (40,000)           | (40,000)               | 0                           |
| Denbighshire County Council                           | (40,000)           | 0                    | (40,000)           | (40,000)               | 0                           |
| Flintshire County Council                             | (40,000)           | 0                    | (40,000)           | (40,000)               | 0                           |
| Cyngor Gwynedd  | (40,000)           | 0                    | (40,000)           | (40,000)               | 0                           |
| Isle of Anglesey County Council                       | (40,000)           | 0                    | (40,000)           | (40,000)               | 0                           |
| Wrexham County Borough Council                        | (40,000)           | 0                    | (40,000)           | (40,000)               | 0                           |
| <b>Partner Interest Contributions</b>                 |                    |                      |                    |                        |                             |
| Conwy County Borough Council                          | (13,420)           | 0                    | (13,420)           | (13,420)               | 0                           |
| Denbighshire County Council                           | (11,870)           | 0                    | (11,870)           | (11,870)               | 0                           |
| Flintshire County Council                             | (18,710)           | 0                    | (18,710)           | (18,710)               | 0                           |
| Cyngor Gwynedd  | (13,730)           | 0                    | (13,730)           | (13,730)               | 0                           |
| Isle of Anglesey County Council                       | (8,290)            | 0                    | (8,290)            | (8,290)                | 0                           |
| Wrexham County Borough Council                        | (23,210)           | 0                    | (23,210)           | (23,210)               | 0                           |
| Wrexham University                                    | (10,070)           | 0                    | (10,070)           | (10,070)               | 0                           |
| Grŵp Llandrillo Menai                                 | (9,080)            | 0                    | (9,080)            | (9,080)                | 0                           |
| <b>Other</b>  |                    |                      |                    |                        |                             |
| North Wales Growth Deal grant                         | (1,350,000)        | 0                    | (1,350,000)        | (1,350,000)            | 0                           |
| North Wales Growth Deal grant (Projects)              | (116,675)          | 0                    | (116,675)          | (239,795)              | (123,120)                   |
| Capitalisation of Salary Costs                        | (60,000)           | 0                    | (60,000)           | 0                      | 60,000                      |
| Welsh Government Energy Grant                         | 0                  | (177,070)            | (177,070)          | (177,067)              | 3                           |
| UK Shared Prosperity Fund                             | 0                  | (444,250)            | (444,250)          | (412,264)              | 31,986                      |
| Public Health Wales NHS Trust and Social Care Wales   | 0                  | 0                    | 0                  | (1,036)                | (1,036)                     |
| Access to Funding Charges                             | 0                  | 0                    | 0                  | (24,679)               | (24,679)                    |
| Interest on balances                                  | 0                  | 0                    | 0                  | (1,833,295)            | (1,833,295)                 |
| Earmarked Reserve                                     | (60,990)           | 0                    | (60,990)           | (60,990)               | 0                           |
| Resources Reserve                                     | (412,085)          | 0                    | (412,085)          | (79,162)               | 332,923                     |
| <b>Total Income</b>                                   | <b>(2,818,030)</b> | <b>(621,320)</b>     | <b>(3,439,350)</b> | <b>(4,996,568)</b>     | <b>(1,557,218)</b>          |
| <b>Net Overspend / (Underspend)</b>                   | <b>0</b>           | <b>0</b>             | <b>0</b>           | <b>(543,259)</b>       | <b>(543,259)</b>            |

|   | £                |
|---|------------------|
| <b>Total earmarked reserve at 31 March 2025</b> | <b>(210,977)</b> |
| Usage in 2025/26                                | 0                |
| <b>Total earmarked reserve at 31 March 2026</b> | <b>(210,977)</b> |

|  | £                |
|--|------------------|
| <b>Total projects reserve at 31 March 2025</b> | <b>(29,167)</b>  |
| Transfer in 2025/26                            | (123,133)        |
| <b>Total projects reserve at 31 March 2026</b> | <b>(152,300)</b> |

|  | £                  |
|--|--------------------|
| <b>Total interest reserve at 31 March 2025</b> | <b>(4,733,483)</b> |
| 2025/26 contributions                          | (108,380)          |
| Access to funding charges                      | (24,679)           |
| Interest on balances 2025/26                   | (197,746)          |
| <b>Total interest reserve at 31 March 2026</b> | <b>(5,064,288)</b> |

|   | £                  |
|---|--------------------|
| <b>Total resources reserve at 31 March 2025</b> | <b>(2,800,231)</b> |
| Usage in 2025/26                                | 79,162             |
| Interest on balances 2025/26                    | (1,635,549)        |
| <b>Total resources reserve at 31 March 2026</b> | <b>(4,356,618)</b> |

North Wales Growth Deal's Capital Position 2025/26

Appendix 4

| Programme                                    | Project  | Project Sponsor                    | 2021/22<br>(£m) | 2022/23<br>(£m) | 2023/24<br>(£m) | 2024/25<br>(£m) | 2025/26<br>(£m) | 2026/27<br>(£m) | 2027/28<br>(£m) | 2028/29<br>(£m) | 2029/30<br>(£m) | 2030/31<br>(£m) | 2031/32<br>(£m) | 2032/33<br>(£m) | 2033/34<br>(£m) | 2034/35<br>(£m) | Total<br>(£m) |
|--|--|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Digital                                      | Digital Signal Processing Centre (DSP)             | Bangor University                  | 0.12            | 1.66            | 0.37            | 0.00            | 0.43            | 0.38            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.96          |
| Digital                                      | 4G+ (Connected Key Sites and Corridors)            | Ambition North Wales               | 0.00            | 0.00            | 0.00            | 0.00            | 0.19            | 1.92            | 2.35            | 1.57            | 0.14            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 6.17          |
| Digital                                      | LPWAN (Connected Campuses)                         | Ambition North Wales               | 0.00            | 0.00            | 0.00            | 0.00            | 0.02            | 0.65            | 0.43            | 0.00            | 0.00            | 0.00            | 0.02            | 0.02            | 0.00            | 0.00            | 1.14          |
| Digital                                      | Advanced Wireless (Connected Campuses)             | Ambition North Wales               | 0.00            | 0.00            | 0.00            | 0.00            | 0.01            | 2.08            | 6.76            | 8.56            | 2.13            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 19.54         |
| Low carbon energy                            | Cydnerth (Morlais)                                 | Menter Môn                         | 0.00            | 0.00            | 0.00            | 0.00            | 8.87            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 8.87          |
| Low carbon energy                            | Egni   | Bangor University                  | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.94            | 1.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 3.94          |
| Low carbon energy                            | Clean Local Energy                                 | Ambition North Wales               | 0.00            | 0.00            | 0.00            | 0.00            | 0.46            | 5.00            | 6.95            | 6.20            | 6.02            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 24.63         |
| Low carbon energy                            | Holyhead Hydrogen Hub                              | Menter Môn                         | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 1.80            | 2.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 3.80          |
| Low carbon energy                            | Trawsfynydd Business, Innovation and Skills Centre | Cyngor Gwynedd                     | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.20            | 7.80            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 10.00         |
| Land and property                            | Former North Wales Hospital, Denbigh               | NWH Ltd (Jones Bros)               | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.00            | 4.94            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 6.94          |
| Land and property                            | Parc Bryn Cegin Strategic Site                     | Ambition North Wales               | 0.00            | 0.00            | 0.00            | 0.00            | 0.29            | 5.20            | 2.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 7.49          |
| Land and property                            | Wrexham Gateway                                    | Wrexham County Borough Council     | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 4.89            | 4.90            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 9.79          |
| Land and property                            | Gogledd Môn Sites and Premises                     | Isle of Anglesey County Council    | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 3.32            | 3.68            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 7.00          |
| Land and property                            | Freeport Gateway                                   | Isle of Anglesey County Council    | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 1.70            | 1.78            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 3.48          |
| Land and property                            | Albert Gubay Business School                       | Bangor University                  | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 4.98            | 2.32            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 7.30          |
| Land and property                            | Padeswood  | Transport for Wales / Network Rail | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.40            | 4.30            | 3.60            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 10.30         |
| Land and property                            | Port of Mostyn                                     | Port of Mostyn                     | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 4.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 4.00          |
| Innovation in High Value Manufacturing       | Centre of Environmental Biotechnology (CEB)        | Bangor University                  | 0.00            | 0.00            | 0.00            | 0.58            | 1.48            | 0.90            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.96          |
| Innovation in High Value Manufacturing       | Enterprise Engineering & Optics Centre             | Wrexham University                 | 0.00            | 0.00            | 0.75            | 9.06            | 1.30            | 0.88            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 11.99         |
| Innovation in High Value Manufacturing       | Society 5.0  | Wrexham University                 | 0.00            | 0.00            | 0.00            | 0.00            | 0.21            | 1.29            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 1.50          |
| Innovation in High Value Manufacturing       | Project Prince                                     | Knauf                              | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.20            | 12.20           | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 14.40         |
| Innovation in High Value Manufacturing       | Business Gateway                                   | Wrexham University                 | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.64            | 4.60            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 7.24          |
| Agri-food and tourism                        | Glynliffon Rural Economy Hub                       | Grŵp Llandrillo Menai              | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 5.87            | 3.79            | 2.16            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 11.82         |
| Agri-food and tourism                        | Tourism Talent Network                             | Grŵp Llandrillo Menai              | 0.00            | 0.00            | 0.00            | 1.00            | 1.20            | 1.15            | 1.08            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 4.43          |
| Agri-food and tourism                        | Responsible Adventure                              | Zip World                          | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.71            | 1.49            | 2.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 6.20          |
| Agri-food and tourism                        | Venue Cymru  | Conwy County Borough Council       | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.25            | 2.44            | 2.31            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 5.00          |
| Reserve List projects                        |  |                                    | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 0.00            | 2.50            | 5.00            | 5.00            | 5.00            | 5.00            | 5.00            | 2.50            | 1.96            | 31.96         |
| <b>Projects Sub Total</b>                    |  |                                    | <b>0.12</b>     | <b>1.66</b>     | <b>1.12</b>     | <b>10.64</b>    | <b>14.46</b>    | <b>56.26</b>    | <b>73.70</b>    | <b>44.10</b>    | <b>13.29</b>    | <b>5.00</b>     | <b>5.02</b>     | <b>5.02</b>     | <b>2.50</b>     | <b>1.96</b>     | <b>234.85</b> |
| 2.15% to fund the Growth Deal revenue budget |  |                                    | 0.22            | 0.28            | 0.56            | 0.71            | 0.87            | 1.14            | 0.50            | 0.30            | 0.15            | 0.10            | 0.10            | 0.10            | 0.07            | 0.05            | 5.15          |
| <b>Programme Total</b>                       |  |                                    | <b>0.34</b>     | <b>1.94</b>     | <b>1.68</b>     | <b>11.35</b>    | <b>15.33</b>    | <b>57.40</b>    | <b>74.20</b>    | <b>44.40</b>    | <b>13.44</b>    | <b>5.10</b>     | <b>5.12</b>     | <b>5.12</b>     | <b>2.57</b>     | <b>2.01</b>     | <b>240.00</b> |
| <b>Approved budget (February 2025)</b>       |  |                                    | <b>0.34</b>     | <b>1.94</b>     | <b>1.68</b>     | <b>12.51</b>    | <b>29.61</b>    | <b>40.86</b>    | <b>59.28</b>    | <b>42.58</b>    | <b>22.45</b>    | <b>8.10</b>     | <b>8.20</b>     | <b>7.33</b>     | <b>5.07</b>     | <b>0.05</b>     | <b>240.00</b> |
| <b>Variance</b>                              |  |                                    | <b>0.00</b>     | <b>0.00</b>     | <b>0.00</b>     | <b>-1.16</b>    | <b>-14.28</b>   | <b>16.54</b>    | <b>14.92</b>    | <b>1.82</b>     | <b>-9.01</b>    | <b>-3.00</b>    | <b>-3.08</b>    | <b>-2.21</b>    | <b>-2.50</b>    | <b>1.96</b>     | <b>0.00</b>   |
| <b>Cumulative expenditure</b>                |  |                                    | <b>0.34</b>     | <b>2.28</b>     | <b>3.96</b>     | <b>15.31</b>    | <b>30.64</b>    | <b>88.04</b>    | <b>162.24</b>   | <b>206.64</b>   | <b>220.08</b>   | <b>225.18</b>   | <b>230.30</b>   | <b>235.42</b>   | <b>237.99</b>   | <b>240.00</b>   | <b>240.00</b> |

\* The profile above includes expenditure for the following projects that are included within the revenue outturn: £0.06m Clean Energy Fund, £0.15m 4G+, £0.02m LPWAN and £0.01m Advanced Wireless

## Investment Zone's 2025/26 Out-turn Position

Appendix 5

| Expenditure                                       | Budget<br>(£)  | 2025/26 Final<br>Position<br>(£) | Overspend /<br>(Underspend)<br>(£) |
|---|----------------|----------------------------------|------------------------------------|
| <b>Employees</b>                                  |                |                                  |                                    |
| Employee expenditure (Pay, N.I. & Superannuation) | 0              | 51,839                           | 51,839                             |
| <b>Employees Total</b>                            | <b>0</b>       | <b>51,839</b>                    | <b>51,839</b>                      |
| <b>Supplies and services</b>                      |                |                                  |                                    |
| Miscellaneous supplies                            | 0              | 21                               | 21                                 |
| Engagement and meetings                           | 0              | 436                              | 436                                |
| <b>Supplies and services Total</b>                | <b>0</b>       | <b>457</b>                       | <b>457</b>                         |
| <b>Support Services</b>                           |                |                                  |                                    |
| Finance Services Support (includes S151 Officer)  | 0              | 4,840                            | 4,840                              |
| Legal (includes Monitoring Officer)               | 0              | 24,363                           | 24,363                             |
| Corporate Services                                | 0              | 441                              | 441                                |
| <b>Support Services Total</b>                     | <b>0</b>       | <b>29,644</b>                    | <b>29,644</b>                      |
| <b>Set-up costs</b>                               |                |                                  |                                    |
| Investment Zone                                   | 180,000        | 131,834                          | (48,166)                           |
| <b>Set-up costs Total</b>                         | <b>180,000</b> | <b>131,834</b>                   | <b>(48,166)</b>                    |
| <b>Flintshire and Wrexham expenditure</b>         |                |                                  |                                    |
| Flintshire and Wrexham expenditure                | 0              | 230,220                          | 230,220                            |
| <b>Total Flintshire and Wrexham expenditure</b>   | <b>0</b>       | <b>230,220</b>                   | <b>230,220</b>                     |
| <b>Transfer to reserve</b>                        |                |                                  |                                    |
| Transfer to the CJC reserve                       | 0              | 20,662                           | 20,662                             |
| <b>Total transfer to reserve</b>                  | <b>0</b>       | <b>20,662</b>                    | <b>20,662</b>                      |
| <b>Total Expenditure Budget</b>                   | <b>180,000</b> | <b>464,656</b>                   | <b>284,656</b>                     |
| Welsh Government - Investment Zone                | 0              | (25,000)                         | (25,000)                           |
| Investment Zone Grant                             | (180,000)      | (430,220)                        | (250,220)                          |
| Interest  | 0              | (9,436)                          | (9,436)                            |
| <b>Total Net Expenditure Budget</b>               | <b>0</b>       | <b>0</b>                         | <b>0</b>                           |

Regional Skills Partnership's Financial Position 2025/26

Appendix 6

|   | Budget           | 2025/26 Final    | Overspend /     |
|---|------------------|------------------|-----------------|
|   | (£)              | Position         | (Underspend)    |
| Expenditure                                       | (£)              | (£)              | (£)             |
| Employee Expenditure (Pay, N.I. & Superannuation) | 209,900          | 211,777          | 1,877           |
| Travel and Subsistence                            | 1,500            | 3,399            | 1,899           |
| Supplies and Services                             | 45               | 3,438            | 3,393           |
| Lightcast and Data City                           | 10,000           | 12,875           | 2,875           |
| Website   | 10,000           | 9,000            | (1,000)         |
| Premises  | 12,000           | 9,965            | (2,035)         |
| Skills Plan - Labour Market Information Work      | 12,660           | 12,736           | 76              |
| Cluster Groups allocation                         | 1,395            | 15               | (1,380)         |
| Skills Portal                                     | 10,000           | 9,926            | (74)            |
| Events and Meetings                               | 19,500           | 5,410            | (14,090)        |
| Marketing and Communications                      | 15,000           | 11,459           | (3,541)         |
| <b>Total Expenditure</b>                          | <b>302,000</b>   | <b>290,000</b>   | <b>(12,000)</b> |
| Income  | (£)              | (£)              | (£)             |
| Welsh Government Grant                            | (290,000)        | (290,000)        | 0               |
| Earmarked Reserve                                 | (12,000)         | 0                | 12,000          |
| <b>Total Income</b>                               | <b>(302,000)</b> | <b>(290,000)</b> | <b>12,000</b>   |
| <b>Net Overspend / (Underspend)</b>               | <b>0</b>         | <b>0</b>         | <b>0</b>        |



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**GOVERNANCE AND AUDIT SUB-COMMITTEE**

**4 June 2026**

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**TITLE:** North Wales Corporate Joint Committee – External Audit Plan 2026

**AUTHOR:** Dewi A. Morgan, Head of Finance (CJC's Statutory Finance Officer)  
Sian Pugh, Assistant Head of Finance

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**1. PURPOSE OF THE REPORT**

1.1. The purpose of this report is to provide the Governance and Audit Sub-Committee with Audit Wales' 2026 External Audit Plan for the North Wales Corporate Joint Committee (CJC).

**2. DECISION SOUGHT**

2.1 To note and comment on the 2026 External Audit Plan for the North Wales Corporate Joint Committee.

**3. REASONS FOR THE DECISION**

3.1 Audit Wales will attend the Governance and Audit Sub-Committee meeting to present the External Audit Plan for 2026 and will be available to answer any questions.

**4. BACKGROUND AND RELEVANT CONSIDERATIONS**

4.1 The plan has been developed following a structured and risk-based planning process. It covers both the Financial and Performance audit work.

**5. FINANCIAL IMPLICATIONS**

5.1 The estimated audit fee to include the audit of the financial statements and performance audit work for 2026/27 is £69,832. The CJC has set aside funding for this work in the 2026/27 Budget. There is also an estimated fee of £25,000 for audit performance work for 2025/26. Further details can be seen in the "Audit fee" section of the plan in Appendix 1.

**6. CONSULTATIONS UNDERTAKEN**

6.1 Officers at the North Wales Corporate Joint Committee have had the opportunity to present their comments on the plan before it has been submitted to committee.

**7. LEGAL IMPLICATIONS**

7.1 The Audit Plan for 2026 specifies the Auditor General for Wales' statutory responsibilities as the CJC's external auditor.

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**APPENDICES:**

**Appendix 1**      North Wales Corporate Joint Committee – External Audit Plan 2026

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**STATUTORY OFFICERS RESPONSE:**

**i.      Monitoring Officer:**

No additional legal implications arise from this covering report. The External Audit Plan forms part of the CJC's wider statutory governance and assurance framework. The Sub-Committee will need to consider whether the proposed approach is clear and sufficient to support effective oversight and accountability.

**ii.     Statutory Finance Officer:**

Report author.

# North Wales Corporate Joint Committee – Audit Plan 2026

Date issued: May 2026



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We welcome correspondence and telephone calls in Welsh and English.

Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

# Introduction

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**Adrian Crompton**

Auditor General  
for Wales

My audit team has developed the Plan following a structured and risk-based planning process, which will remain ongoing throughout the audit. My [Code of Audit Practice](#) provides further detail on how my audit and certain other functions are to be carried out by my auditors.

At the core of all our work is our commitment to maintaining the highest standards of professional integrity, objectivity, independence and audit quality. Our three lines of assurance model (page 22) sets out how we will ensure those standards of quality are met. Our latest [annual quality report](#), provides more information about our audit quality

arrangements.


My audit team will work constructively with your staff to understand the issues you are facing, ensure the audit process operates as smoothly as possible, and provide valuable insights about any areas for improvement.

My local performance audit work programme, as outlined in this Plan, sits alongside other [national audit work](#) that may include coverage of your organisation. Local performance audit work may also inform wider national reporting.


Should you have any questions about your audit my audit team will be happy to discuss them with you. They will also keep you regularly updated as work progresses.

# Our aims and ambitions


## Our purpose



Assure people that public money is being managed well




Explain how that money is being spent




Inspire the public sector to improve


## Our vision




Fully exploiting our unique perspective, expertise and depth of insight



Strengthening our position as an authoritative, trusted and independent voice




Increasing our visibility, influence, and relevance




Being a model organisation for the public sector in Wales and beyond


## Our areas of focus



A strategic, dynamic, and high-quality audit programme



A targeted and impactful approach to communications and influencing



A culture and operating model that enables us to thrive

You can find out more about Audit Wales in our [Annual Plan 2025-26](#) and [Our Strategy 2022-27](#).

# Financial audit work

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## Audit of financial statements

I am required to issue a report on your financial statements which includes an opinion on their 'truth and fairness' and their proper preparation in accordance with accounting standards and legal requirements.

I will also report by exception on a number of matters which are set out in more detail in our [Statement of Responsibilities](#).

I also have responsibility for responding to questions and objections about the accounts from local electors (additional fees will be charged for this work, if necessary).

There have been no limitations imposed on me in planning the scope of this audit.

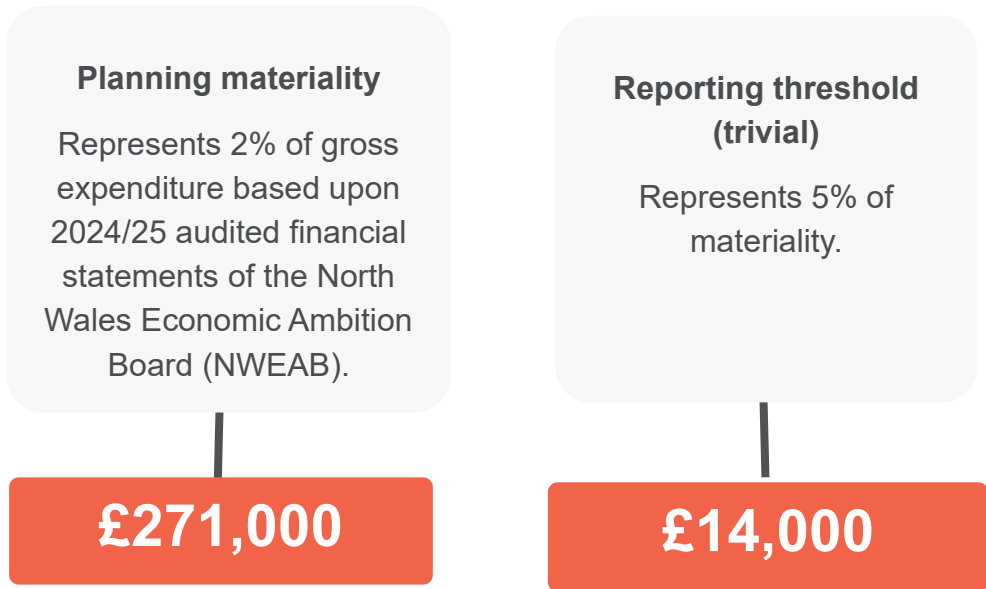
## Financial statements materiality

I do not seek to obtain absolute assurance on the truth and fairness of the financial statements and related notes but adopt a concept of materiality. My aim is to identify material and correct misstatements, that is, those that might result in a reader of the accounts being misled. Materiality applies not only to financial misstatements, but also to disclosure requirements and adherence to the applicable accounting framework and law.

I set planning and performance materiality to:

- determine the level of misstatement that could cause the user of the accounts to be misled;
- assist in the scoping of our audit approach and resultant audit tests;
- determine sample sizes;
- assess the effect of known and likely misstatements in the financial statements; and
- report to those charged with governance any unadjusted misstatements above a trivial level, our reporting threshold.

The levels at which I judge such misstatements to be material is set out below.



As this is the first year of full accounts for the North Wales CJC, materiality has been determined on a provisional basis using the prior year gross expenditure of the NWEAB as this is expected to represent a significant proportion of the North Wales CJC’s financial activity. Materiality levels will be reviewed upon receipt of the draft accounts.

There are some areas of the accounts that may be of more importance to the user of the accounts, and we have set a lower materiality level for these:



My audit team will assess materiality levels throughout the audit.

## Significant financial statements risks

Significant risks are identified risks of material misstatement for which the assessment of inherent risk is close to the upper end of the spectrum of inherent risk or those which are to be treated as a significant risk in accordance with the requirements of other International Standard on Auditing (ISAs). The ISAs require us to focus more attention on these significant risks.

### Risk of management override

The risk of management override of controls is present in all entities. Due to the unpredictable way in which such override could occur, it is viewed as a significant risk [ISA 240.32-33].

#### Our planned response

My audit team will:

- test the appropriateness of journal entries and other adjustments made in preparing the financial statements;
- review accounting estimates for bias; and
- evaluate the rationale for any significant transactions outside the normal course of business.

## Transition to the North Wales Corporate Joint Committee

In June 2022, the North Wales CJC assumed its functions, with the former NWEAB arrangements transferring to it on 1 April 2025. This change requires the accounts to include additional disclosures and to reflect the transfer of balances and data from the former body.

Consequently, there is an increased risk that reporting requirements may not be fully complied with or that the transfer of information may not be fully met or that the information may not be completed accurately. If not appropriately managed, this could result in material misstatements in the financial statements.

#### Our planned response

My audit team will:

- engage with finance officers during the accounts preparation process to discuss planned changes to disclosure requirements;
- assess all disclosures against the CIPFA Code and Disclosure Checklist to identify any missing or incorrect requirements;
- perform detailed testing of new disclosures to confirm they are complete and that the underlying accounting treatment is accurate; and
- audit the opening balances of the North Wales CJC accounts, including a review of the procedures for transferring balances from the previous NWEAB arrangements.

## Other areas of focus

I set out below other identified risks of material misstatement which, although not determined to be significant risks as above, I would like to bring to your attention.

### Valuation of pension fund net liability/surplus

The Local Government Pension scheme (LGPS) pension fund liability/surplus as reflected in the financial statements are material estimates.

The nature of this estimate means that it is subject to a high degree of estimation uncertainty as it is sensitive to small adjustments in the assumptions used in its calculation.

The impact of economic conditions, particularly interest rate levels, also has a significant impact on the liability/surplus.

A triennial valuation of the scheme has been undertaken as at 31 March 2025, which will impact upon disclosures in the North Wales CJC's financial statements for the first time in the 2025-26 financial year.

There is a risk therefore that the liability/surplus is materially misstated.

### Our planned response

My audit team will:

- evaluate the instructions issued by management to their management experts (actuary) for this estimate and the scope of the actuary's work;
- assess the competence, capabilities and objectivity of the actuary who carried out the valuations;
- assess the accuracy and completeness of the information provided by the North Wales CJC to the actuary to estimate the liability;
- test the accuracy of the pension fund net liability and disclosures in the financial statements with the actuarial report from the actuary;
- assess the reasonableness of the assumptions made by the actuary by reviewing the report of the consulting actuary (auditor's expert) and undertaking any additional procedures required; and
- undertake a programme of work to provide assurance over the data used by the actuary to undertake the triennial valuation.

### Senior officer remuneration

Remuneration paid to senior officers are of high interest and is material by nature.

There is a risk that the structure of the senior officers, following the transfer of the NWEAB to the North Wales CJC, may not be fully or appropriately disclosed in the financial statements.

There is therefore a risk that even low value errors in the disclosure could result a material misstatement.

### Our planned response

My audit team will:

- understand the senior management team structure in place during 2025-26;
- ensure that remuneration disclosed is consistent with supporting evidence;
- ensure that amounts paid are consistent with those approved by the North Wales CJC; and
- ensure that disclosures are complete based on the team's knowledge and are prepared in accordance with requirements.

## Related party disclosures

The financial statements must disclose any related party relationships along with the transactions and balances between the North Wales CJC and the other body/party.

The North Wales CJC has many relationships that could be considered a related party. Many are well known for example, Welsh Government as funder.

However, where related party relationships arise via individual officer or member relationships, there is likely to be less transparency regarding these relationships. These transactions are of high interest and are considered to be material by their nature.

There is a risk of material misstatement due to incomplete or inaccurate disclosures, even where these are of relatively low value.

### Our planned response

My audit team will:

- review the North Wales CJC's process for identifying related party relationships and associated transactions and balances;
- undertake procedures to confirm the completeness of related party relationships; and
- ensure disclosures are complete, accurate, consistent with evidence and are in accordance with the Local Government Code.

## Leases

As this is the first year of full accounts for the North Wales CJC financial statements following the transfer of the NWEAB on 1 April 2025, there is a risk that lease arrangements have not been fully identified or appropriately assessed under the requirements of the revised IFRS 16 'Lease accounting' standard (IFRS16). Contracts that contain leases may be omitted or incorrectly classified. This could result in material misstatement due to incomplete or inaccurate recognition, measurement and disclosure of right-of-use assets and corresponding lease liabilities in the financial statements.

### Our planned response

My audit team will:

- obtain an understanding of management’s process for identifying leases;
- review the North Wales CJC’s working papers to ensure that all leases falling within the scope of IFRS16 have been included in calculations;
- test a sample of asset and liability calculations to ensure that the assumptions are reasonable, and the calculations have been correctly prepared; and
- confirm that asset and liability values have been correctly accounted for and disclosed in the financial statements.

## Recognition of new Collaborative Arrangement

The North Wales CJC entered a new collaborative arrangement with the Welsh Government for the development of a project, whereby the Welsh Government provides land, and the North Wales CJC provides funding.

As this type of arrangement is not currently undertaken by the North Wales CJC, there is a risk that it has not been appropriately assessed and accounted for in accordance with the relevant accounting standards. This may result in incorrect recognition, classification, or disclosure of assets, liabilities, or interests in the arrangement within the financial statements.

### Our planned response

My audit team will:

- obtain and review the formal agreement for the project to understand the roles, responsibilities, and rights of each party;
- assess whether the arrangement meets the definition of a joint venture under the relevant accounting framework;
- assess how any asset, liability, or interest in the project should be recognised; and
- check calculations and supporting data for any amounts recognised.

## Financial statements audit timetable

Below is a timetable showing the key stages of the audit and our key audit deliverables that we will provide to you.

### Exhibit 1: Financial statements audit timetable

|   |  |
|---|--|
| <p><b>Planning</b></p> <p><b>March to May 2026</b></p>                                | <ul style="list-style-type: none"> <li>Planning meeting</li> <li>High level risk assessment procedures</li> <li>Fraud risk assessment</li> <li>Accounting estimates planning</li> <li>IT environment risk assessment</li> <li>Indicative audit fee</li> <li>Audit Plan</li> </ul>  |
| <p><b>Fieldwork</b></p> <p><b>July to September 2026</b></p>                          | <ul style="list-style-type: none"> <li>Update risk assessment</li> <li>Audit of financial statements to include Narrative Report and Annual Governance Statement</li> <li>Complete audit testing</li> <li>Evaluate audit findings</li> <li>Audit closure meeting</li> </ul>        |
| <p><b>Reporting</b></p> <p><b>September 2026</b></p> <p><b>Post certification</b></p> | <ul style="list-style-type: none"> <li>Audit of Accounts Report</li> <li>Recommendations for improvement</li> <li>Present findings to those charged with governance</li> <li>Auditor General certification</li> <li>Annual Audit Summary</li> <li>Post project learning</li> </ul> |








# Performance audit work

## Proper arrangements

As set out in the Code of Audit Practice, I must satisfy myself that the North Wales CJC has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources ('value for money'), and conclude accordingly.

I do this by undertaking an appropriate programme of performance audit work each year. I base my work programme on an assessment of risks of the North Wales CJC and the wider Local Government sector in Wales not having the proper arrangements in place, with the work typically focusing on the areas of greatest risk.

In designing the programme, my auditors must have considered corporate and service level arrangements, including:

-  Strategic planning
-  Financial planning
-  Performance and risk management
-  Workforce planning
-  Asset management
-  Collaborative working
-  Overall governance.

My auditors will also have taken account of relevant work that is being undertaken or planned by other audit, regulatory and inspection bodies at the North Wales CJC.

I conduct my performance audit work using the ISSAI 3000 standard developed by the International Organisation of Supreme Audit Institutions (INTOSAI). INTOSAI is a global umbrella organisation for the performance audit community. It is a non-governmental organisation with special

consultative status with the Economic and Social Council (ECOSOC) of the United Nations.

## Well-being of future generations

Section 15 of the Well-being of Future Generations (Wales) Act 2015 (the Act) requires me to carry out examinations of public bodies for the purposes of assessing the extent to which a body has acted in accordance with the sustainable development principle when setting well-being objectives and taking steps to meet those objectives.

The **Sustainable development principle** is defined as acting in a manner...

...which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.'

To do this, they must take account of the '**five ways of working**'.



Long-term



Prevention



Integration



Collaboration



Involvement

I must carry out these examinations at each public body covered by the Act at least once during a specified period.

These could be stand-alone examinations as part of my performance audit programme. However, where relevant and appropriate to do so, my auditors will integrate the work required into other planned performance audit work for the North Wales CJC. My auditors will continue to engage closely with the Office of the Future Generations Commissioner for Wales to help coordinate our respective activities.

## Planned performance audit work 2025-26

I set out below details of my performance audit work to satisfy my duties for 2025-26.

## **Regional Transport Planning**

My objective for this audit is to assess if the North Wales CJC has put in place effective arrangements to discharge its statutory regional transport planning duties and deliver value for money. The audit will focus on whether its planning, resourcing and performance management arrangements are operating as intended.

## **Planned performance audit work 2026-27**

In this plan I will also set out below details of my performance audit work to satisfy my duties for 2026-27. Alongside my work I will perform a wider risk assessment to cover all significant arrangements to plan future work programmes at the North Wales CJC.

## **Strategic Development Plan**

My objective for this audit is to assess if the North Wales CJC has put in place effective arrangements to discharge its statutory strategic development plan duties and deliver value for money. The audit will focus on whether its planning, resourcing and performance management arrangements are operating as intended.

## **Timing of Performance Audit Work**

My team will work with officers in the North Wales CJC to arrange exact timescales for the individual projects and will be communicated regularly through our work programme and timetable and subsequent mid-year update. My auditors aim to substantially complete the performance audit work set out in this plan by the end of June 2027.

## Other statutory audit functions

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In addition to the audit of the accounts, I have statutory responsibilities to receive questions and objections to the accounts from local electors. The Public Audit (Wales) Act 2004 sets out these responsibilities:

- Section 30 Inspection of documents and questions at audit; and
- Section 31 Right to make objections at audit.

As this work is reactive, I have made no allowance in the fee below. If I do receive questions and objections, my auditors will discuss the potential impact on audit fees with the North Wales CJC's Statutory Finance Officer.

# Audit fee

In January 2026 I published my [2026-27 Fee Scheme](#).

The actual fee that any individual audited body will pay depends not just on our fee rates but on the quantum of work and the skill mix required. The legislation does not allow fees to exceed the full cost of delivering the audit work. Below, I set out our estimate fee to complete the audits.

Planning will be ongoing, and changes to my programme of audit work, and therefore my fee, may be required if any key new risks emerge. I shall make no changes without my auditors first discussing them with the North Wales CJC's Statutory Finance Officer. **Exhibit 2** sets out a further breakdown of your estimated audit fee.

As this is the first year in which a full audit is required, no comparative costs have been included. In a typical year, the performance audit plan is issued prospectively for the forthcoming year (2026-27). However, I also required to complete performance audit work to discharge my duties for 2025-26. The estimate fee for 2025-26 is £20,000. The fee estimate for 2026-27 is higher, reflecting the need to undertake a broader risk assessment covering all significant arrangements as part of our work programme.

## I base my audit fee on the following assumptions:

- The agreed audit deliverables set out the expected working paper requirements to support the financial statements and include timescales and responsibilities.
- The audit requirements of my individual performance audit projects are met by the audited body, or suitable alternative arrangements are put in place that satisfy the needs of my audit team.
- No matters of significance, other than as summarised in this plan, are identified during the audit.

## Exhibit 2: Breakdown of my estimated audit fee for 2026

### Estimated fee for 2026 (£)<sup>1</sup>

|  |                                     |
|--|-------------------------------------|
| Audit of financial statements <sup>2</sup> | Performance audit work <sup>3</sup> |
| £34,832                                    | £35,000                             |
| <b>Total fee: £69,832</b>                  |                                     |

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<sup>1</sup> The fees shown in this document are exclusive of VAT.

<sup>2</sup> Payable November 2025 to October 2026

<sup>3</sup> Payable April 2026 to March 2027.

# Audit team

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My audit team will continue to work and engage remotely using technology, while undertaking on-site audit work where it is appropriate to do so.

Audited bodies have a responsibility to ensure the safety and wellbeing of Audit Wales staff when they are on your premises.

The main members of my team, together with their contact details, are summarised in **Exhibit 3**.

## Exhibit 3: My local audit team

### Engagement Director

Matthew Edwards  
[matthew.edwards@audit.wales](mailto:matthew.edwards@audit.wales)

### Financial Audit

### Performance Audit

### Engagement Lead

Matthew Edwards  
[matthew.edwards@audit.wales](mailto:matthew.edwards@audit.wales)

Gary Emery  
[gary.emery@audit.wales](mailto:gary.emery@audit.wales)

### Audit Manager

Yvonne Thomas  
[yvonne.thomas@audit.wales](mailto:yvonne.thomas@audit.wales)

Carwyn Rees  
[carwyn.rees@audit.wales](mailto:carwyn.rees@audit.wales)

### Audit lead

Sara Leahy  
[sara.leahy@audit.wales](mailto:sara.leahy@audit.wales)

### Senior Auditor

Siwan Glyn  
[siwan.glyn@audit.wales](mailto:siwan.glyn@audit.wales)

There is one threat to independence that I need to bring to your attention, relating to the Audit Manager who is an acquaintance of a member of the North Wales CJC's Portfolio Board. The Audit Manager's role does not

require any direct contact with the member outside of committee meetings, and appropriate safeguards will be implemented to manage any potential conflicts. Other than this, I can confirm that all other members of my team are independent of the North Wales CJC.

# Audit quality

Our commitment to audit quality in Audit Wales is absolute. We believe that audit quality is about getting things right first time.

We use a three lines of assurance model to demonstrate how we achieve this. We have established an Audit Quality Committee to co-ordinate and oversee those arrangements. We subject our work to independent scrutiny by the Institute of Chartered Accountants in England and Wales and our Chair of the Board, acts as a link to our Board on audit quality. For more information see our annual [Audit Quality Report](#).



## Our People

- Selection of right team
- Use of specialists
- Supervisions and review



## Arrangements for achieving audit quality

### Selection of right team

- Audit platform
- Ethics
- Guidance
- Culture
- Learning and development
- Leadership
- Technical support



## Independent assurance

- EQRs
- Themed reviews
- Cold reviews
- Root cause analysis
- Peer review
- Audit Quality Committee
- External monitoring

## Further information

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Audit Wales has a range of resources to support the scrutiny of Welsh public bodies, and to support them in continuing to improve the services they provide to the people of Wales.

Visit our [website](#) to find:



Our [publications](#) which cover our audit work at public bodies.



Information on our upcoming work and forward work programme for [performance audit](#).



[Data tools](#) to help you better understand public spending trends.



Details of our [Good Practice](#) work and events including the sharing of emerging practice and insights from our audit work.



Our [newsletter](#) which provides you with regular updates on our public service audit work, good practice, and events.



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We welcome correspondence and telephone calls in Welsh and English.

Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

