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Meeting

NORTH WALES CORPORATE JOINT COMMITTEE

Date and Time

1.30 pm, FRIDAY, 19TH JUNE, 2026

Location

Virtual Meeting

Contact Point

Sera Jane Whitley

serajanewhitley@gwynedd.llyw.cymru

(DISTRIBUTED 12/06/26)

NORTH WALES CORPORATE JOINT COMMITTEE

Council Members

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

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

Eryri Member

Cllr. Ifor Glyn Lloyd

Eryri National Park Authority

Constituent Council Chief Executives

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

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

Statutory Officers

Alwen Williams
Dewi Aeron Morgan
Mark Watkins

Corporate Joint Committee Chief Executive
Chief Finance Officer
Interim Head of Legal Services/Monitoring Officer

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 MEETINGS 5 - 13

The Chair shall propose that the minutes of the previous meetings held on 20 of March, 2026 be signed as a true record.

7. PROGRAMME OF MEETINGS FOR 2026/27 14

Mark Watkins, Interim Head of Legal Services/Monitoring Officer to present the report.

8. CORPORATE PLANNING 15 - 17

Alwen Williams, Chief Executive to present the report.

9. WELSH LANGUAGE STANDARDS ANNUAL REPORT 2025/26 18 - 35

Nia Medi Williams, Resources and Operation Manager and Nia Llwyd Lewis, Welsh Language and Translation Service Manager to present the report.

10. COMPLIMENTS, COMMENTS AND COMPLAINTS POLICY 36 - 51

Alwen Williams, Chief Executive to present the report.

11. PAY POLICY STATEMENT 2026/27 52 - 57

Eleri Jones, Human Resources Advisory Manager to present the report.

12. 2025/26 REVENUE AND CAPITAL OUT-TURN POSITION 58 - 74

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

13. TREASURY MANAGEMENT STRATEGY STATEMENT 2025/26 75 - 82

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

**EXTRAORDINARY MEETING OF THE NORTH WALES CORPORATE JOINT COMMITTEE
20/03/26**

Attendance:

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

Councillors: Dave Hughes (Flintshire County Council), Medwyn Hughes (Cyngor Gwynedd), Gary Pritchard (Isle of Anglesey County Council), Jason McLellan (Denbighshire County Council).

Chief Officers: Dylan Williams (Isle of Anglesey County Council).

Other officers present: Alwen Williams (Chief Executive of the Corporate Joint Committee), Sandra Evans (Human Resources Advisory Team Leader – Cyngor Gwynedd), Sera Whitley (Democracy Services Officer – Cyngor Gwynedd).

1. APOLOGIES

Apologies were received from:

- Councillor Julie Fallon (Conwy County Borough Council)
- Councillor Nia Jeffreys (Cyngor Gwynedd) with Councillor Medwyn Hughes deputising
- Rhun ap Gareth (Conwy County Borough Council)
- Helen White (Denbighshire County Council)
- Neal Cockerton (Flintshire County Council)
- Alwyn Jones (Wrexham County Borough Council)
- Dafydd Gibbard (Cyngor Gwynedd)

2. DECLARATION OF PERSONAL INTEREST

No declarations of personal interest were recorded at the meeting.

3. URGENT ITEMS

None to note.

4. EXCLUSION OF PRESS AND PUBLIC

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

It was noted that this paragraph was relevant as the report included information about specific individuals who had the right to privacy. There was no public interest that called for disclosing personal information about these individuals. Consequently, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

5. INTERVIEWING APPLICANTS FOR THE POST OF NORTH WALES CORPORATE JOINT COMMITTEE PORTFOLIO DIRECTOR

- a) The order of the day was confirmed with the Members. One applicant had withdrawn their application due to personal circumstances.
- b) Two applicants were interviewed for the position of Portfolio Director of the North Wales Corporate Joint Committee.
- c) The applicants were invited to give a 10-minute presentation on the topic 'What do you see as the main opportunities and challenges facing the North Wales economy – how do you see the Growth Deal prioritising and responding to these opportunities and challenges?'

They responded to six formal questions asked by the Leaders, along with follow-up questions.

- d) Alwen Williams reported on the results of psychometric tests completed by the applicants, together with feedback from the assessment centre, as part of the appointments process.

It was confirmed that the scoring matrix had been used at the assessment centre. The Leaders scored both applicants on their presentations and answers to the six formal questions, and both applicants were given an average score.

- e) It was proposed and seconded that the post be offered to Hedd Vaughan-Evans.

A vote was taken on the proposal.

RESOLVED TO APPOINT HEDD VAUGHAN-EVANS TO THE ROLE OF NORTH WALES CORPORATE JOINT COMMITTEE PORTFOLIO DIRECTOR

Everyone was thanked for their time and contributions during this interview process.

The meeting commenced at 09:30 and concluded at 12:45

(Chair)

NORTH WALES CORPORATE JOINT COMMITTEE
20/03/2026

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

Councillors: Dave Hughes (Flintshire County Council), Medwyn Hughes (Cyngor Gwynedd), Gary Pritchard (Isle of Anglesey County Council), Jason McLellan (Denbighshire County Council) and Edgar Owen (Chair of the Eryri National Park Authority).

Chief Executives of Constituent Councils: Sioned Williams (Cyngor Gwynedd), Neal Cockerton (Flintshire County Council), Helen White (Denbighshire County Council), Alwyn Jones (Wrexham County Borough Council) and Jonathan Cawley (Eryri National Park Authority).

Other officers present: Alwen Williams (Corporate Joint Committee Chief Executive (CJC)), Dewi Morgan (Chief Finance Officer – Cyngor Gwynedd), Sian Pugh (Assistant Head of Finance – Cyngor Gwynedd), Sara Jane Jones (Senior Accountant - Cyngor Gwynedd), Delyth Wyn Jones-Thomas (Investment Manager - Cyngor Gwynedd), Dylan Rhys Griffiths (Shared Prosperity Fund Manager - Cyngor Gwynedd), Mark Watkins (Monitoring Officer - Ambition North Wales), David Hole (CJC Implementation Programme Lead), Ffion Williams (Senior Operations Officer - Ambition North Wales), Annes Sion (Democracy Team Leader – Cyngor Gwynedd) and Sera Whitley (Democratic Services Officer - Cyngor Gwynedd).

1. APOLOGIES

Apologies were received from:

- Councillor Julie Fallon (Conwy County Borough Council)
- Councillor Nia Jeffreys (Cyngor Gwynedd) with Councillor Medwyn Hughes deputising
- Dafydd Gibbard (Cyngor Gwynedd) with Sioned Williams deputising
- Dylan Williams (Isle of Anglesey County Council)
- Rhun ap Gareth (Conwy County Borough Council)
- Claire Incedon (Interim Deputy Monitoring Officer Cyngor Gwynedd)
- Nia Medi Williams (Operations and Resources Manager – Ambition North Wales)
- Adam Graham (Senior Transportation Officer - Ambition North Wales)
- Andy Roberts (Regional Strategic Development Planning Officer)

2. DECLARATION OF PERSONAL INTEREST

No declarations of personal interest were received.

3. URGENT ITEMS

None to note.

4. MINUTES OF PREVIOUS MEETINGS

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

5. APPOINTMENT OF THE NORTH WALES CJC PORTFOLIO DIRECTOR

It was reported by Alwen Williams, CJC Chief Executive, that the recruitment process had come to an end and that Hedd Vaughan-Evans had been appointed to the role of North Wales Corporate Joint Committee Portfolio Director. She added that Hedd Vaughan-Evans had accepted the post.

He was congratulated on behalf of the Corporate Joint Committee.

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

The report was submitted by Mark Watkins, CJC Monitoring Officer.

RESOLVED:

The following changes were approved to the Terms of Reference of the Governance and Audit Sub-committee.

- That the quorum for the Governance and Audit Sub-committee shall be 7 members with at least one Lay Member present.

DISCUSSION

The report was submitted and it was highlighted that the purpose of the proposed revision to the terms of reference was to ensure that the CJC's Governance and Audit Sub-committee was quorate when it met, and that it was able to achieve its statutory duty. It was explained that quoracy had been, and continued to be, a problem at the meetings of this Sub-committee.

It was reported that the revision would keep the legal quorum requirement and would keep quorum as seven members with at least one lay member present. It was added that it would remove the requirement for a representative of every constituent Council to be present. It was explained that the current practice was too restricted.

It was highlighted that the issue of quoracy was already being addressed when appointing deputies for Sub-committee members. Disappointment was expressed that quorum remained a problem, and attention was drawn to the fact that Leaders should ensure that their representatives on this Sub-committee attended the meetings.

Support was expressed to the revision, considering the busy schedules of elected members and lay members. It was acknowledged that the revision was essential to ensure that the Sub-committee could achieve its statutory duty.

7. ANNUAL REPORT OF THE SOCIAL PARTNERSHIP DUTY

The report was presented by Alwen Williams, Chief Executive of the CJC.

RESOLVED:

The Social Partnership Duty Annual Report 2024-25 was approved for submission to the Social Partnership Council.

DISCUSSION

The report was submitted, noting that this was the first annual report of the Corporate Joint Committee (CJC) under the Social Partnerships and Public Procurement (Wales) Act 2023. It was explained that this Act had introduced a new social partnership duty for public bodies since 1 April 2024. It was added that the legislation made it a requirement for the CJC to include recognised trade unions when setting well-being objectives and making strategic decisions, and also to produce, publish and present an annual report, explaining how the duty had been achieved.

It was noted that the report reflected an early transition period in the CJC's development. It was reported that the CJC was operational before staff transfers during the reporting period, and Cyngor Gwynedd, as the host authority, was providing Human Resources support and support regarding engagement with trade unions. As a result, it was noted that the report focused on preparing, aligning and raising awareness, including engagement with the Welsh Government's Social Partnership team and acting in line with the host authority's reporting method.

It was highlighted that the CJC was now establishing direct and formal relationships with trade unions following staff transfer in 2025, and future reports would show this practical change.

It was confirmed that the CJC would receive feedback on the report from the Social Partnership Council, although the nature and scale of the feedback was to be confirmed.

It was further noted that the Social Partnership was unique to Wales and the importance of having a good relationship with trade unions was emphasised. Members noted that they were looking forwards to more detailed reports on these relationships in the future.

8. UPDATE ON THE TRANSFORMATION AND IMPROVEMENT PROGRAMME

The report was submitted by Alwen Williams, Chief Executive of the CJC and Senior Responsible Owner (SRO) of the Programme, and Dave Hole, Programme Lead.

RESOLVED:

Members were updated on progress at the end of the existing programme for 2025/26 and the ongoing amended programme for 2026/27.

DISCUSSION

It was noted that the report submitted the latest information to the CJC on the progress made on the Transformation Programme.

It was explained that the report provided a chronological summary since the Economic Ambition Board and Growth Deal were transferred to the CJC on 1 April 2025, and that it had been submitted to the CJC meeting in June 2025 where the ambitious nature of the programme for 2025/26 was acknowledged. The report was taken again to the CJC in

November 2025 to provide the latest information on progress and challenges, and these were explained in section 4 of the report.

It was noted that section 5 provided the latest information on progress for 2025/26. Members were reminded that the programme was complex and was reliant on human resources for its delivery.

Attention was drawn to some of the challenges currently faced, including recruiting resources and the ability to attract staff from within the current market, and procurement. It was also explained that the discussion regarding the Service Level Agreement between Ambition North Wales and Cyngor Gwynedd continued. However, an update was provided that a Policy Lead had been appointed to Ambition North Wales to mitigate some of these challenges.

It was explained that the plan for 2026/27 was currently being completed and anything that was not achieved in 2025/26 would transfer into the new programme. It was explained that the priorities of this work were essential and that delivering the programme was based on compliance, finance and staff capacity.

It was highlighted that contract resources were being monitored regularly. A financial implication was noted, where there could be a requirement for further funding for projects from the CJC where funding had not yet been secured in the budgets or where the grant funding from the Welsh Government had already been spent.

Officers were thanked for the report, and Members were reminded that problems regarding staff recruitment and retention would remain a problem across every local authority in Wales and across the country.

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

The report was submitted by Dylan Griffiths, Manager, North Wales Shared Prosperity Fund (Manager, Economic Development Service) Cyngor Gwynedd.

RESOLVED:

- To authorise the Corporate Joint Committee's Economic Wellbeing Sub-Committee to monitor the delivery of the Local Growth Fund's transition year (2026/27) and guide preparations for the transition of the Fund to the Corporate Joint Committee from 2027/28.
- To endorse the intention to maintain the approach and governance arrangements of the Shared Prosperity Fund in North Wales - including Cyngor Gwynedd's role as lead local authority - for the Local Growth Fund's transition year in 2026/27 and the submission of a plan to this end to Welsh Government.
- To authorise utilisation of funding provided to the Corporate Joint Committee to prepare for delivery of the Local Growth Fund beyond 2026/27, working collectively with local authorities and partners to co-produce the region's proposals.

DISCUSSION

The report was submitted highlighting that 2025/26 was the final year of the Shared Prosperity Fund (SPF). It was noted that the SPF had provided almost £169 million to support the economic and social development of North Wales since 2022, but from 1 April 2026 the Local Growth Fund (LGF) would replace it. It was explained that the LGF would be funded for a period of three years, with the hope from Welsh Government, that it would continue beyond that.

It was explained that the shift from SPF to LGF included many changes to the purpose and process for the funding, including the UK Government giving LGF funding to the Welsh Government, which, in turn, intended to transfer the funding to the regions in Wales. It was added that there would be an intention to focus more on securing growth.

It was explained that the Welsh Government wished for lead local authorities, namely Cyngor Gwynedd in north Wales, to continue in their role for the short-term. It was elaborated that the Welsh Government intended to allocate most of the funding to the CJC from 2027/28 onwards, and additional money would come to the CJC in 2026/27 in order to plan and prepare.

It was noted that the composition of the money was changing substantially, moving from being mainly revenue money in nature, to mainly capital money. Members were informed that a change had been made to the sum submitted in section 4.12 of the report, following an error by the Welsh Government. It was noted that the report stated a sum of £35.69 million, but the Welsh Government had confirmed that £33.78 million was the correct amount, noting a reduction of around £1.9 million.

It was reported that the Welsh Government made it a requirement to prepare an action plan for the Fund's first year, by working jointly with Cyngor Gwynedd, officers from the local authorities across the region, officers from the CJC and officers from the Welsh Government. It was emphasised that Cyngor Gwynedd's intention was to have a process that was as consistent as possible to the method followed for the SPF. It was highlighted that Cyngor Gwynedd's suggestion was to continue to give decisions to local authorities, ensure that local authorities benefited from the resources available to them, and that any choice relating to the regional work was being made based on the regions' choices.

It was added that when the action plan would be accepted by the Welsh Government, a new agreement would have to be established between the counties.

Concern was expressed about the Welsh Government's decision to allocate funding through the CJC from 2027/28 onwards. It was noted that this was not a reflection on the CJC; but rather a strong belief in devolution and the belief that sending money to the CJC instead of local authorities took decision-making powers away from local authorities. The Monitoring Officer's opinion was sought on the rights that the Welsh Government had to make financial decisions for the future, considering the Senedd Election in May 2026.

It was explained that as the funding came from the Welsh Government, it was the Government's choice to decide how the money was allocated. It was noted that were there a change in administration following the Senedd Election in May, the funding method could also possibly change, which may not include regional bodies such as the CJC in the

process, or it could change the extent to which the CJC was involved in statutory functions relating to economic well-being.

Frustration and disappointment was expressed regarding the financial difficulties that local authorities were already facing. It was asked how an error on the Welsh Government's part in terms of the significant reduction in the LGF indicative allocation for 2026/27 was made, and whether it was possible to defer the decision until after the Senedd Election in May.

The members were informed that there was no obligation to accept the funding, but as a regional body with a legal mandate to ensure the economic well-being which had been offered the resource to achieve its statutory duty, it was likely that the CJC would face implications should it refuse the funding. It was noted that it was a matter for the CJC whether the decision could be deferred or not.

It was highlighted, despite the funding reduction, that the CJC would need to approve the decision sought in order to avoid any potential implications. In addition, it was noted that the CJC had to be mindful of how the current Welsh Government operated, and the CJC's responsibility was to do the best they could with the resources they had.

It was reported that Cyngor Gwynedd had been directly informed by the Welsh Government that the wrong sum in section 4.12 of the report was a simple error, as the Welsh Government had calculated the distribution amongst the Welsh regions on the wrong basis.

Members were reminded that the Welsh Government intended to give £200,000 to the CJC in 2026/27 to press on with this work. It was suggested that the CJC should look for a way to engage with the local authorities individually to co-develop and collaborate.

The members expressed their thanks for the report.

10. TREASURY MANAGEMENT STRATEGY STATEMENT 2026/27

The report was presented by Dewi A. Morgan, Head of Finance (CJC Statutory Officer) and Delyth Jones-Thomas, Investment Manager.

RESOLVED:

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

DISCUSSION

It was explained that the purpose of the report was to provide and approve the CJC's Treasury Management Strategy Statement for 2026/27.

It was elaborated that treasury management decisions were made daily and they were delegated to the staff of the Finance Department in Cyngor Gwynedd. It was noted that there was a requirement to act in accordance with the approved Treasury Management Strategy.

It was noted that the Treasury Management Strategy Statement included the CJC, Growth Deal and Investment Zone cash balances for 2026/27.

It was elaborated that the Treasury Management Strategy Statement 2026/27 was based on the CIPFA Code and Guidance on Local Government Investments by Welsh Government and therefore undertook the CJC's legal responsibility under the CJC under the Local Government Act 2003.

It was noted that treasury management related to keeping sufficient, but not excessive cash to meet the CJC's spending needs, managing the associated risks and striking the correct balance between risk and returns. It was explained that the Finance Department had received specialist advice from the treasury management advisers, Arlingclose, in order to formulate this Strategy, and that the type of investments approved by the strategy were noted in table 2. It was acknowledged that these were consistent with the type of investments that Cyngor Gwynedd made, and there were restrictions on the amount approved for every organisation in order to spread the risk.

It was confirmed that this Strategy had been based on the CJC being an investor and borrowing internally between schemes, if needed. It was explained that should the Finance Department identify the need to borrow externally, and if plans began spending before the government grant funding arrived, they would prepare an amended strategy, but this was unlikely.

The meeting commenced at 13:30 and concluded at 14:20.

(Chair)



CALENDAR OF MEETINGS 2026-27

Committee	Meeting timings	Jun 2026	Jul 2026	Aug 2026	Sept 2026	Oct 2026	Nov 2026	Dec 2026	Jan 2027	Feb 2027	Mar 2027	Apr 2027	May 2027	Jun 2027	Jul 2027
Corporate Joint Committee	Fridays at 13:30	19			25		20		29		5				9
Economic Well-being Sub-Committee	Fridays at 09:30	12	17			2	13	11		5	12				16
Strategic Planning Sub-Committee	Mondays at 14:00	29			14		9		18						19
Strategic Transport Sub-Committee	Mondays at 14:00		13				2			1					12
Governance & Audit Sub-Committee	Tuesdays at 09:30	4			15			15			19				
Standards Sub-Committee	tbc														
Joint Overview and Scrutiny Committee	tbc														
Appointments Committee	As required														



NORTH WALES CORPORATE JOINT COMMITTEE

19th June, 2026

TITLE: Corporate Planning

AUTHOR: Alwen Williams, Chief Executive

1. PURPOSE OF THE REPORT

- 1.1. To update the Corporate Joint Committee on the approach to corporate planning by Ambition North Wales, including preparations for the transition to managing the Local Growth Fund from April 2027.

2. DECISION SOUGHT

- 2.1. To endorse the approach to Corporate Planning as outlined in the report.
- 2.2. To delegate to the Economic Well-being Sub-Committee to monitor delivery of the Corporate Planning workstreams
- 2.3. To authorise utilisation of funding provided to the Corporate Joint Committee to prepare for delivery of the Local Growth Fund beyond 2026/27, working collectively with local authorities and partners to co-produce the region's proposals.

3. REASON FOR THE DECISION

- 3.1. As outlined in the report.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. Corporate Planning is required for the Corporate Joint Committee, to provide a clear framework for how it will operate, prioritise resources and demonstrate accountability.
- 4.2. As a new entity, the Corporate Joint Committee needs a structured plan to coordinate activity, engage partners, meet its legal and well-being duties, and set out how regional ambitions will be translated into practical delivery.
- 4.3. Additionally, Welsh Government have stated their intention that the CJsCs in Wales take regional accountability for managing the Local Growth Fund from 2027/28(as outlined in the National Investment Plan agreed with UK Government). Welsh Government have provided £200,000 to Ambition North Wales to:

- Produce a Regional Growth Plan to support the planning and delivery of the Local Growth Fund for the region.
- Support relevant capacity building and partnership arrangements in the development of the Regional Growth Plan and associated preparations to implement from April 2027.

4.4. Ambition North Wales have identified a number of key components required for corporate planning:

- Corporate Plan – will set out the vision, priorities and actions.
- Vision Statement – to set out long-term ambition and direction for the region.
- Wellbeing statement and objectives - to meet duties under the Well-being of Future Generations Act.
- 10 year Regional Growth Plan as required by Welsh Government, setting out
 - provide a long-term (10 year) vision, and describing how existing funds and investors are contributing to it.
 - how investment through the Local Growth Fund is intended to address gaps and add value in delivering the vision, working as part of that wider investment landscape setting out a prioritised and targeted portfolio of interventions to be funded by Local Growth Fund.

4.5. In order to maintain the pace of delivery required on the Local Growth Fund, it is proposed to delegate the to the Economic Well-being Sub-Committee to monitor delivery of the Corporate Planning workstreams, with any final approvals to be referred back to the Corporate Joint Committee for final approval.

5. FINANCIAL IMPLICATIONS

5.1. Ambition North Wales are proposing to utilise the £200,000 provided by Welsh Government to Ambition North Wales to work collectively with local authorities and partners to co-produce the region's proposals and ensure a smooth transition to the new arrangements.

	LGf	CJC Grant/Reserves
Commissioning a strategic partner to co-develop the documents outlined in 4.4.	65,000	35,000
Project management capacity at Ambition North Wales to coordinate the transition to the new arrangements	55,000	
Contributions for Local Authorities to support co-produce the Regional Growth Plan (£5k per LA)	30,000	
Preparation/Mobilisation for Year 2 and 3 of Local Growth Fund – to include development of plans, systems and capacity building.	50,000	
TOTAL	200,000	35,000

6. LEGAL IMPLICATIONS

6.1. The legal implications are set out in the Monitoring Officer comments below.

STATUTORY OFFICERS RESPONSE:

i. **Monitoring Officer:**

“These recommendations are within the functions and powers of the Corporate Joint Committee.

The proposed delegation to the Economic Well-being Sub-Committee is appropriate insofar as it relates to monitoring delivery of the corporate planning workstreams. Any final approval of the Corporate Plan itself should be reserved to, or reported back to, the Corporate Joint Committee for decision, as indicated in the report.

In developing the Corporate Plan and Regional Growth Plan, the CJC will need to ensure compliance with its statutory duties, including the Well-being of Future Generations (Wales) Act 2015, equality and Welsh language duties, public sector governance principles, and any requirements attached to the Welsh Government funding. Appropriate consultation and engagement with constituent authorities, partners and stakeholders should be built into the work programme.

On that basis, there are no legal objections to the recommendations, provided that the delegation is treated as a monitoring and oversight delegation only, and that final approval of the substantive corporate planning documents and any significant financial or policy commitments is brought back to the CJC.”

ii. **Statutory Finance Officer:**

“It is essential that preparations are made to meet the challenges of the Corporate Planning workstreams. The decision sought allows the Corporate Joint Committee to proceed with putting arrangements in place to deal with these matters, and the allocation of grants that is shown in Part 5 of the report is an appropriate way of proceeding with this planning work.”

CORPORATE JOINT COMMITTEE

19th June 2026

TITLE: Welsh Language Standards Annual Report 2025-26

AUTHOR: Nia Medi Williams, Resources and Operation Manager
Nia Llwyd Lewis, Welsh Language and Translation Service Manager

1. PURPOSE OF THE REPORT

- 1.1. The purpose of the report is to present the Corporate Joint Committee with Ambition North Wales Welsh Language Standards Annual Report for the period from 28/02/2025 to 31/03/2026. The Annual Report assesses to what extent the Corporate Joint Committee have complied with the Welsh Language Standards and the progress made to meet the statutory requirements.

2. DECISIONS SOUGHT

- 2.1. For the Corporate Joint Committee to approve the Welsh Language Standards Annual Report to be published on Ambition North Wales's website.

3. REASON FOR THE DECISION

- 3.1. Corporate Joint Committees (CJCs) are public bodies established by Regulations made under Part 5 of the Local Government and Elections (Wales) Act 2021. They are accountable for complying with the applicable and relevant Welsh Language Standards around service delivery, policy making, operations, promotion, and record-keeping.
- 3.2. In accordance with the Welsh Language Standards, there is a statutory requirement to publish an Annual Welsh Language Standards Report.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The Welsh Language (Wales) Measure 2011 is the legislation that created the Welsh Language Standards. The Standards promote and facilitate the use of the Welsh language and ensure that Welsh is not treated less favourably than English in Wales. The Measure also makes Welsh an official language in Wales.
- 4.2. Corporate Joint Committees are subject to the Welsh Language Standards in the same way as their constituent councils and other public service bodies in Wales. The Corporate Joint Committees (Amendment of Schedule 6 to the Welsh Language (Wales) Measure 2011) Regulations 2021 amended the Welsh Language (Wales) Measure 2011 by adding Corporate

Joint Committees to the list of bodies and categories of bodies which must comply with the standards as set by the Welsh Language Commissioner.

- 4.3. The standards ensure appropriate consistency and set clear expectations regarding how Corporate Joint Committee must provide services in Welsh to partners, stakeholders, and the public, as well as how committees must promote the use of the language through their services.
- 4.4. The Corporate Joint Committee received a Compliance Notice from the Welsh Language Commissioner on 16th of August 2024; the implementation date for the standards was 28th February 2025 shortly before the transfer of the Portfolio Management Office and the North Wales Growth Deal into the North Wales Corporate Joint Committee. This is the first full year Annual Report following the compliance notice.
- 4.5. The Annual Report (Appendix 1) was prepared by Resources and Operations Manager (Ambition North Wales) and the Welsh Language and Translation Services Manager (Conwy County Borough Council) who have monitored the Corporate Joint Committee's compliance to the Welsh Language Standards and the promotion of the use of the Welsh language across North Wales Ambition during 2025-26.
- 4.6. Ambition North Wales is expected to publish the Welsh Language Standards Annual Report on its website by 30 June in accordance with the standards. We would expect to receive feedback from the Welsh Language Commissioner's office on the content of the report by autumn/winter.
- 4.7. No complaints were received regarding the Corporate Joint Committee's compliance with the service delivery Welsh Language standards during the reporting period.
- 4.8. We are pleased to report several developments during the year, which are referenced in the Annual Report. Several campaigns have resulted in an increase in the opportunities available for staff to use Welsh language skills and have made it easier for people to use those skills in everyday life. Specific examples of these developments can be found in the report (please view appendix).
- 4.9. During 2026-27, our priorities will be to continue to work on complying with the Welsh Language Standards and further develop the use of the Welsh Language, including:
 - i. Publish a Policy on Awarding Grants, as required by the compliance duties set out in the Welsh Language Standards for the Corporate Joint Committee, which will embed a process for considering the impact that any grant-funded activity will have on the Welsh language;
 - ii. Develop a policy on internal use of the Welsh Language;
 - iii. Internal briefing session for staff on 13th July 2026 around the Welsh Language Standards which have been set for Corporate Joint Committees.

5. FINANCIAL IMPLICATIONS

- 5.1. None.

6. LEGAL IMPLICATIONS

- 6.1. As noted in 3.1, complying with the Welsh Language Standards is a legal requirement for the Joint Corporate Committee as a public body. Approval and publication of the Annual Report assists the CJC in meeting its compliance, transparency and accountability obligations under the Welsh Language Standards

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“Welsh Language Standards is a statutory obligation for the Corporate Joint Committee. The preparation, approval and publication of the Annual Report is therefore an important element of the CJC’s legal compliance framework and provides transparency as to the extent to which the CJC has complied with the applicable standards during the reporting period.

The report properly identifies the statutory context, including the Welsh Language (Wales) Measure 2011, the application of the Welsh Language Standards to Corporate Joint Committees, the Compliance Notice issued to the CJC, and the requirement to publish an Annual Report. The recommendation that the CJC approve the Annual Report for publication is therefore appropriate.

The CJC should ensure that the Annual Report is published by the required deadline and that any feedback received from the Welsh Language Commissioner is considered and, where necessary, built into the CJC’s forward work programme for Welsh language compliance.”

ii. Statutory Finance Officer:

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



Uchelgais
Gogledd Cymru
Ambition
North Wales

Ambition North Wales's Welsh Language Standards Annual Report

28/02/2025 - 31/03/2026

Prepared in accordance with
the requirements of the



Comisiynydd y
Gymraeg
Welsh Language
Commissioner

April 2026

Mae'r ddogfen hon ar gael yn Gymraeg hefyd.

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1.0 Introduction

- 1.1 The purpose of this report is to show to what extent we complied with the Welsh Standards during 2025-2026, and the work done towards achieving all aspects of them.
- 1.2 We are incredibly proud of the many developments and successes that we accomplished during this first year of implementing the Welsh Language Standards - further information about them are included in the main body of this document.

2.0 Report Background / Context

- 2.1 The North Wales Corporate Joint Committee has adopted the principle that in the conduct of public business and the administration of justice in Wales, it will not treat the Welsh language any less favourably than the English language.
- 2.2 The Welsh Language (Wales) Measure 2011 establishes a legal framework to impose a duty on the North Wales Corporate Joint Committee, amongst other organisations, to comply with the Welsh Language Standards. The North Wales Corporate Joint Committee has 157 Welsh Language Standards to comply with in the following areas – Service Delivery, Operational, Policy Making, Promotional and Record Keeping. The Standards can be seen [on our website](#).
- 2.3 The duties which derive from the Standards mean that organisations should not treat the Welsh language less favourably than the English language, together with promoting and facilitating the use of the Welsh language (making it easier for people to use their Welsh language skills in everyday life).
- 2.4 Standards will:
- provide greater clarity to organisations on their duties in relation to the Welsh language
 - provide greater clarity to Welsh speakers about the services they can expect to receive in Welsh
 - ensure greater consistency of Welsh language services and improve their quality
- 2.5 Since establishing the North Wales Corporate Joint Committee, we have continued to use Cyngor Gwynedd’s arrangements and their various policies. On the transfer date, the Joint Committee adopted Cyngor Gwynedd’s policies (as the previous host body). Work will continue to develop and adopt arrangements and policies as the organisation develops. Cyngor Gwynedd continues to provide services for the North Wales Joint Committee by means of a Service Level Agreement. The Welsh Standards supersedes our Welsh Language Scheme.
- 2.6 This monitoring report reflects progress against actions and targets deriving from the Welsh Language Standards. The information included in this report was collated on a continuous basis as we undertook monitoring of all of our work.

2.7 Accountability

- 2.7.1 The Operations and Resources Manager and the Welsh Language & Translation Service Manager are responsible for writing this report. The report is then presented to the Welsh Language Standards Working Group and the North Wales Corporate Joint Committee for approval.
- 2.7.2 After approval the document will be available to the public at the North Wales Corporate Joint Committee’s offices and on the website. We will also inform the public about the report by publishing information on our social media.

3.0 Summary

3.1 Progress / Developments during the year

3.1.1 Over the last year, we have been implementing the Welsh Language Standards and although we were already implementing a large number of the Standards when they were published, we're pleased to be able to report on a number of developments throughout the year. Several initiatives have meant an increase in the number of opportunities for staff and the public across North Wales to use their Welsh language skills and to make it easier for people to use their Welsh skills in everyday life. Here's a summary:

- a) **Record of Staff's Welsh Language Skills** – This year, for the first time, we started recording the Welsh Language skills of our staff using the CEFR (Common European Framework for Reference for Languages). We are pleased to note that 54% of our staff can speak Welsh fluently with another 40% learning Welsh or have some Welsh skills. Only 2 members of staff (6%) have noted that they do not have any Welsh speaking skills. We are pleased to note that all members of staff have at least some understanding of Welsh, with 100% of the staff noting Welsh language understanding abilities between A1 and C2, with the majority (57% of staff) noting their level as C2 which means they fully understand Welsh. In terms of Welsh language reading skills, 54% of our staff have Welsh reading skills in all contexts with only 1 member of staff without any Welsh language abilities. We commend our staff who are learning Welsh or who attempt to use the Welsh that they have regularly.
- b) **Explaining how we intend to comply with the Standards** – During the year, we published a document on our website explaining how we intend to comply with the Standards under which we are under a duty to comply. The document can be seen [here](#).
- c) **Complaints about the Welsh language** – Anyone can complain about our compliance with the Welsh Language Standards or a failure on our part to provide a bilingual service. This year, we have updated our complaints procedure in relation to the Standards and have drawn attention to the procedure [here](#).
- ch) **Collaboration and Influencing** – Due to discussions and collaborating with Business News Wales and 'Find a Grant', Ambition North Wales' material is available bilingually on their websites. We played a prominent part in ensuring that the provision was available bilingually and we're incredibly proud of these developments.

3.2 Future Work

3.2.1 During the coming year, we hope to develop the following matters, amongst many smaller developments:

- a) **Grants Awarding Policy** – Although we have a grant awarding process in place, we need to revisit this due to the requirements of the Welsh Language Standards. We have recently appointed a Senior Corporate Policy Officer and one of the first tasks will be implementing this standard.

- b) Policy on using Welsh internally** – At the moment, we are still using Cyngor Gwynedd’s policy on using Welsh internally, however, during the next year, we intend to implement our own new policy.

- c) Welsh Language Awareness** – We look forward to our Welsh Language Awareness Session which is already in the pipeline for our whole team. It will be an opportunity to remind staff about the importance of bilingualism, giving some information about the history of the language and an opportunity to reflect on the importance of the Welsh Language Standards as well.

4.0 Information about the year 2025-2026

4.1 Social Media

4.1.1 We post bilingually, with the Welsh posted first on all of our social media accounts apart from our X account where the Welsh and English accounts are separate, but we post in both languages at the same time. The accounts post regularly and share original content as well as information from other organisations.

4.2 Working Welsh Logo

4.2.1 Staff who can speak Welsh include a logo at the bottom of their e-mail signature to let customers and colleagues know that they can speak Welsh.

4.3 Translation Work

4.3.1 Over the last year, the number of words that we translate has continued to increase. Our written materials are available in Welsh and English at all times, whether that be for the public or internally for staff. The Translation Service staff are always on hand to assist staff with translating their documents or proofreading translations if they've written the Welsh version themselves and want to check that their translation is correct.

4.4 Simultaneous translation

4.4.1 Our public committee meetings are usually on-line with a few exceptions where these are hybrid meetings. Simultaneous translation is available at most of our meetings when needed.

4.5 Encouraging Welsh speakers

4.5.1 We always encourage our staff to use the Welsh that they have and we also welcome the use of Welsh at meetings. Simultaneous translation is available at most of our external meetings so that anyone can take part in Welsh.

4.6 Welsh Lessons

4.6.1 We are extremely proud of 4 members of staff who are learning Welsh on Entry 1 and 2 levels. The 4 have been attending weekly lessons in order to develop their Welsh skills. We wish them well on their learning Welsh journey.

4.7 Staff's Welsh Language Skills

4.7.1 The staff have been using information from the CEFR to record their Welsh language skills. This is the first time we've collected information about our staff's Welsh language skills using the CEFR guidance.

Key to the Levels:

- A0 = No Welsh ability
- A1 = Entry Level Skills
- A2 = Foundation Level Skills
- B1 = Intermediate 1 Level Skills
- B2 = Intermediate 2 Level Skills
- C1 = Higher Level Skills
- C2 = Fluent in Welsh

4.7.2 We employ a total of 35 members of staff. Here are our staff's Welsh Language Skills:

Our Staff's Welsh Language Skills:

Speaking			Understanding			Reading			Writing		
Level	Number of staff	%	Level	Number of staff	%	Level	Number of staff	%	Level	Number of staff	%
Level A0	2	6%	Level A0	0	0%	Level A0	1	3%	Level A0	3	9%
Level A1	6	17%	Level A1	6	17%	Level A1	5	14%	Level A1	5	14%
Level A2	4	11%	Level A2	3	9%	Level A2	3	9%	Level A2	4	11%
Level B1	0	0%	Level B1	2	6%	Level B1	2	6%	Level B1	1	3%
Level B2	1	3%	Level B2	1	3%	Level B2	0	0%	Level B2	2	6%
Level C1	3	9%	Level C1	3	9%	Level C1	4	11%	Level C1	2	6%
Level C2	19	54%	Level C2	20	57%	Level C2	19	54%	Level C2	18	51%
Total	35		Total	35		Total	35		Total	35	

4.7.3 We are pleased to note that 54% of our staff can speak Welsh fluently with another 40% learning Welsh or having some Welsh skills. Only 2 members of staff (6%) have noted that they do not have any Welsh speaking skills.

4.7.4 We are pleased to note that all members of staff have at least some understanding of Welsh, with 100% of the staff noting Welsh language understanding abilities between A1 and C2.

4.7.5 Once again, in terms of Welsh language reading skills, 54% of our staff have Welsh reading skills in all contexts with only 1 member of staff without any Welsh language abilities.

4.7.6 It's great to see so many members of staff noting that they're fully comfortable with writing content in Welsh with 51% of the staff noting level C2. It's also great to see that so many of our staff have noted some ability in terms of writing Welsh with only 9% (3 members of staff) noting that they don't have any writing skills in Welsh.

4.7.7 We commend our staff who are learning Welsh or who attempt to use the Welsh that they have regularly.

4.8 Recruitment – Jobs advertised during the year

4.8.1 Every post which is advertised includes a Welsh designation for the post of either Welsh essential or Welsh desirable, but those sentences are elaborated on so that the applicants know exactly to what extent the Welsh language skills are needed. These sentences are amended when advertising and therefore are relevant to the post being advertised.

4.8.2 Please find below the number/percentage of jobs advertised during the year where Welsh was essential or desirable, and the number and percentage of posts in each category where Welsh speakers were appointed.

Designation	No. and % by language category	No. and % of posts where Welsh speakers were appointed
Essential	1 post 9%	Of the 1 post recruited to, a Welsh speaker (level C2) was appointed to 1 (100%) of them.
Desirable	10 posts (91%)	Of the 9 posts recruited to, 7 of the officers spoke Welsh fluently (78%). To date, no one has been appointed to 1 of these posts as the recruiting process is ongoing.
TOTAL IN ALL CATEGORIES	11 posts	Therefore, from the 10 posts recruited to, a total of 8 were fluent Welsh speakers, a percentage of 80%.

4.8.4 Every post advertised notes whether the following requirements are essential or desirable in Welsh:

- Listening and Speaking – Able to deal with all aspects of the job verbally in a confident manner in both Welsh and English.
- Reading and Understanding – Able to use and interpret correctly any information in both Welsh and English from a wide variety of sources in order to deal with all aspects of the post.
- Writing – Able to present written information in both Welsh and English with complete confidence using the most appropriate language and style to meet the needs of the reader.
- An understanding of the importance of the Welsh Language to the region and a willingness to develop and improve their Welsh language skills.

4.9 Update about our different developments:

4.9.1 All of our activities and developments are held in Welsh and English with the intention of creating a lively, sustainable and resilient North Wales. Here's an update about our developments during 2025-2026.

a) Clean Energy Fund Launch, Ambition North Wales

The Clean Energy Fund was launched in July 2025 in an event at the Engineering Centre, Coleg Llandrillo, Rhyl. The launch included speeches in Welsh and English from speakers such as Alwen Williams (Chief Executive, Ambition North Wales), Councillor Gary Pritchard (Leader of Anglesey County Council and Lead Member for the Low Carbon Energy Programme, Ambition North Wales), Rebecca Evans, (Cabinet Secretary for the Economy, Energy and Planning), as well as the Fund providers. The aim of the fund, which is worth £24.6m, is to speed up the work of transferring the region to a low carbon economy. The fund will provide essential financial assistance mainly for businesses and organisations in the voluntary sector, who wish to provide decarbonisation or clean energy projects.

b) Development of a Digital Skills Support Package

The Regional Skills Partnership have developed a new Digital Skills Assistance Package for employers in our region, which is a practical guidance, which is easy to use, with the intention of helping business leaders to steer the digital upskilling field, which is often complex. It was developed to respond directly to the feedback which highlighted employers' needs.

c) Innovation and innovative collaboration showcase

On Monday, 21 July 2025, a showcase of innovation and innovative collaboration was held at the Royal Welsh Agricultural Show as Growing Mid Wales and partners (Ambition North Wales, AberInnovation, M-Sparc, Advanced Manufacturing Research Centre (AMRC) Cymru) held a 'Powering Progress: Innovation and Funding in Agri-Tech and Food-Tech' event.

ch) National Eisteddfod 2025

As part of Pentref Wrecsam (Wrexham Village), Ambition North Wales attended the National Eisteddfod with events such as a treasure hunt and a game of North Wales on the map.

d) Official opening of the CanfodAU building

In November 2025, a trail-blazing engineering building was officially opened at Wrexham University. The trail-blazing building sets out to consolidate the University's vision of becoming a world-leading, modern civic university and North Wales' position as a hub for advanced, high-value manufacturing, through fostering innovation and sustainability through close collaboration between academia and industry.

dd) Academi Croeso Launch

A new era for tourism and hospitality in North Wales has been marked with the official launch of 'Academi Croeso', a pioneering partnership led by Grŵp Llandrillo Menai and supported by Ambition North Wales through the North Wales Growth Deal.

The Academi Croeso project sets out to future-proof the region's tourism and hospitality sector via a public-private network focused on collaboration, skills and product development.

The launch event was held at Theatr Clwyd in Mold on Thursday, 13 November, which brought together leading employers, educators, Welsh and UK Government representatives, and community partners to celebrate the new identity and shared vision behind 'Academi Croeso', formerly known as the Tourism Talent Network.

e) The region's future workforce needs survey

A survey was launched to urge businesses across North Wales to have their say about the region's future workforce needs, as part of the work to develop a new Skills and Employment Plan for 2026–2028. The survey closed on 10 March 2026. The aim was to gather direct insight into the skills and recruitment challenges facing businesses today, and what support will be needed over the coming years.

f) Regional Transport Plan Consultation

A public consultation was held for 6 weeks on our Regional Transport Plan.

ff) Quarterly Newsletter

Ambition North Wales publish a bilingual quarterly newsletter which is shared with our main stakeholders and available on our website. [Ambition North Wales | Newsletters](#)

g) Recruiting ex-offenders event

In April 2025, the Skills Team led an event in Venue Cymru for employers to encourage those who have left prison and ex-offenders from HMP Berwyn to work.

ng) Updating our Skills Portal

The Skills Partnership has continued to develop the Skills Portal during the year in order to offer the best experience for our users - [Work Experience & Volunteering North Wales | NW Skills Portal : Portal](#)

h) Collaboration and Influencing

- **Business News Wales** – Ambition North Wales has a continuous partnership with Business News Wales, a company located in Wales which offers media and digital communication services. Announcements and podcasts are shared on their website. During the year, Ambition North Wales has raised the need to ensure that the service is bilingual. Due to discussions and collaboration, Ambition North Wales' material is available bilingually on the website - [Ambition North Wales' Profile Page on Business](#)

[News Wales](#) ac [An example of how the language toggle works on articles](#).

The work will continue to influence more widely across the site.

- **Find a Grant** – During the year, Ambition North Wales has been working on establishing and preparing to launch digital grants schemes. After finding the ‘Find a Grant’ resource by the UK Government, which was a perfect resource for our grants, but not available bilingually, Ambition North Wales has played a prominent part in raising the matter with the Welsh Language Commissioner in order to ensure that the provision was available for companies in Wales. There is now a plan in place. Ambition North Wales will launch the grant schemes soon, with the bilingual details on ‘Find a Grant’.

4.10 Training

4.10.1 Please find information below about the number of staff that have received training in Welsh to a specific qualification level and the number of staff who have had Welsh language awareness training during 2025-2026.

4.10.2 Learning Welsh Courses

4.10.2.1 We are extremely proud of 4 members of staff who are learning Welsh on Entry 1 and 2 levels. The 4 have been attending weekly lessons in order to develop their Welsh skills. Details can be seen below:

Course level	Type of course	Suitable for	Details	Application	Total attendees
Entry 1	Self-study / Face to face	Staff who wish to learn Welsh or improve their skills	Courses held between March 2025 and March 2026 for people who wish to learn Welsh.	Staff's personal choice	2
Entry 2	Self-study / Face to face				2

4.10.3 Various Courses Offered / Held In Welsh

Course offered	How many courses offered in Welsh?	Total attendees
Safe Recruitment for Managers (Standard 128 (a) recruiting and interviewing)	All such courses are offered in Welsh and English through Cyngor Gwynedd.	This year, none of our staff attended this course as there wasn't a demand for such a course.
Managing the PDR process (Standard 128, (b) managing performance)	All such courses are offered in Welsh and English through Cyngor Gwynedd.	This year, none of our staff attended this course as we are revising our Evaluation processes.
Managing the Disciplinary Process (Standard 128, (c) complaints and disciplinary procedures)	All such courses are offered in Welsh and English through Cyngor Gwynedd.	This year, none of our staff attended this course as there wasn't a demand for such a course.
Corporate Health and Safety (Standard 128, (dd) health and safety)	All such courses are offered in Welsh and English through Cyngor Gwynedd.	This year, none of our staff attended this course as there wasn't a demand for such a course.

4.10.4 Induction Session / Welsh Language Awareness

Date / Length of the session	Suitable for	Details	Application	Total attendees
Various dates during the year	New members of staff	The officers receive information about implementing the Welsh Language Standards, the assistance and support available and Welsh language awareness and the history of the Welsh language as part of their induction session.	Compulsory for every new member of staff who starts working with us	6
TOTAL NUMBER WHO ATTENDED THE SESSION				6

4.10.4.1 From these statistics, it can be seen that 6 members of staff have had Welsh awareness information this year.

5.0 Record Keeping

5.1 Complaints

5.1.1 The public can submit a complaint on our website. All complaints are recorded on our complaints system.

5.1.2 No complaints were received in relation to the Welsh language during 2025-2026.

5.2 Welsh Language Commissioner's Investigations

5.2.1 The public can complain directly with the Welsh Language Commissioner, and where appropriate, the Commissioner will investigate the matter.

5.2.2 This year no investigations were received from the Welsh Language Commissioner.

6.0 Conclusion

- 6.1 This year was a busy year implementing a number of the Welsh Language Standards' requirements. It was also great to see so many developments and successes going from strength to strength during the year, with many more in the pipeline for next year.

CORPORATE JOINT COMMITTEE

19th June 2026

TITLE: Compliments, Comments and Complaints Policy

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

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Compliments, Comments and Complaints Policy for consideration by the Corporate Joint 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 Corporate Joint Committee is asked to consider the draft Compliments, Comments and Complaints Policy and approve its adoption.

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, the Governance and Audit Sub-Committee and Corporate Joint Committee. The draft policy was considered and recommended for Corporate Joint Committee adoption by the Governance and Audit Sub-Committee during its meeting on the 4th June 2026.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1 The Corporate Joint Committee 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.
- 4.4 The Governance and Audit Sub-Committee considered the policy during its meeting on the 4th of June 2026 and made two comments to strengthen policy procedures:
- i. To include a separate document control record for the Compliments, Comments and Complaints feedback form which can be viewed in the appendix of the policy document. This will ensure that the correct version of this public-facing will be used, and made available on Ambition North Wales website and for staff to share externally with service users.
 - ii. It was confirmed to the Governance and Audit Committee that a new inbox would be created as a way of receiving compliments, comments and complaints which will have a Welsh language address (adborth@uchelgaisgogledd.cymru) and an English language address (feedback@ambitionnorth.wales)

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.

APPENDICES:

Appendix 1: Compliments, Comments and Complaints Policy

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.”

Compliments, Comments and Complaints Policy

Title:	
Owner / Team:	Operations Team
Date:	
Reviewing Officer:	
Next review date:	
Date of Equality Impact Assessment:	3.6.26
Document approval:	

Date of approval:	
Policy approval given by:	

Version	Date	Status /Changes
0.1	12.05.26	First draft
1.0	04.06.26	<p>Policy document was considered by the Governance and Audit Sub-Committee and recommended to the Joint Corporate Committee for adoption.</p> <p>A version control record has been added to the form included in the appendix of this policy.</p>

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: [Ambition North Wales](#)
- Email us at – feedback@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: data@ambitionnorth.wales
 - 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/fact-sheets/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: [Ambition North Wales](https://ambitionnorth.wales)
- Email us at feedback@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 contact feedback@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 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 complains 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:

- 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 is directed at more than one organisation, for example, 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 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:

- Has been treated unfairly or received a bad service through some failure on the part of the service provider
- Has 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
- The website: www.ombudsman.wales
- Writing to: Public Services Ombudsman for Wales 1 Ffordd yr Hen Gae, Pen-coed CF35 5LJ

Making a complaint about our Welsh language services

Complaints 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
- Website: [Complaints Form](#)
- The Welsh Language Commissioner, Caernarfon Office
Unit 2, Block C
Victoria Dock
Caernarfon
LL55 1TH

Learning lessons

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 concerns 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 the promised changes 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, logging and reviewing complaints.

Every six months, the Ambition North Wales Senior Leadership Team and Governance and Audit Sub-Committee will consider a summary of all complaints received. This will include details of any serious complaints 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 team 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.

Appendix 1: Compliments, Comments and Complaints Policy

Version	Date	Status / Changes
0.1	12.05.26	First draft
1.0	04.06.26	<p>Policy document was considered by the Governance and Audit Sub-Committee and recommended to the Joint Corporate Committee for adoption.</p> <p>A version control record has been added to the form included in the appendix of this policy.</p>

Compliments, Comments and Complaints 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.

Address and postcode:

E-mail address:

Daytime contact

telephone number:

Mobile number:

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



Your requirements:

If our usual way of dealing with your feedback 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 complete in this form.

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

B. Please fill this section if you are completing the form on behalf of someone else.

Their surname:

Their forename(s):

Title:

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

Address and postcode:

What is your relationship to them?

Why are you contacting us on their behalf?



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:

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

C3 Describe how this has affected you personally.:

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

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):

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:

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: feedback@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 email address for the Data Protection Office is: data@ambitionnorth.wales



NORTH WALES CORPORATE JOINT COMMITTEE

June 19, 2026

TITLE: PAY POLICY STATEMENT 2026/27

AUTHOR: Eleri Jones, Human Resources Advisory Manager

1. PURPOSE OF THE REPORT

1.1 Present a recommendation on a pay policy for 2026/27.

2. DECISION SOUGHT

2.1 To adopt a Pay Policy Statement for North Wales Corporate Joint Committee in respect of 2026/27 (*Appendix 1*).

2.2 To authorise officers to publish the approved Pay Policy Statement on the Ambition North Wales website as soon as reasonably practicable following approval.

3. REASON FOR THE DECISION

3.1 In accordance with the content of the 2011 Localism Act, it is a statutory duty on all public authorities to adopt a pay Policy statement on an annual basis. This statutory requirement is relevant to the North Wales Corporate Joint Committee.

3.2 The Joint Committee adopted its initial pay policy in June 2022. Having reviewed that document, it has been concluded that there are no changes to the contents of the policy at this time. As a result, it is proposed that the attached pay policy statement is adopted for 2026/27.

3.3 The document has been reviewed to ensure that it reflects the current position in relation to the Chief Executive appointment and associated salary arrangements.

APPENDICES:

Appendix 1 : Pay Policy 2026/27



STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“The Monitoring Officer notes that the CJC is required under section 38 of the Localism Act 2011 to prepare and approve a Pay Policy Statement for each financial year and then to publish that statement. The proposed Pay Policy Statement supports transparency, accountability, equal pay principles and good governance in relation to the use of public funds.”

ii. Statutory Finance Officer:

“I am satisfied that the Pay Policy recommended for adoption by the CJC is consistent with the Budget for 2026/27 and meets the statutory requirements.”



Pay Policy – 2026/27

1. INTRODUCTION

Corporate Joint Committees are required, under Section 38(1) of the Localism Act 2011, to prepare a pay policy statement on an annual basis. The statement must articulate a Corporate Joint Committee's policies towards a range of issues relating to the pay of its workforce, particularly its senior staff (or 'chief officers') and its lowest paid employees. Pay policy statements must be prepared for each financial year and they must be approved by a full Corporate Joint Committee.

The North Wales Corporate Joint Committee recognises the importance of managing pay in a fair, consistent, and transparent manner, and the decisions taken in this regard are crucial to ensure equal pay and equality within the organisation.

2. PAY POLICY FOR THE CHIEF EXECUTIVE OFFICER

This policy will define the terms and conditions of employment for the North Wales Corporate Joint Committee's chief executive officer and all other staff employed and will be further updated with the adoption of a staffing structure in due course.

The North Wales Corporate Joint Committee will employ a chief executive officer under the Joint National Committees' (JNC) terms and conditions for Local Government Chief Executives, the details of which will be incorporated into a contract of employment. The JNC negotiates on national (UK) annual cost of living pay increases for this group of staff. Those employed under JNC terms and conditions are contractually entitled to any national JNC determined pay rises and the North Wales Corporate Joint Committee will therefore pay these as and when determined in accordance with contractual requirements. The role of the Chief Executive is on a grade between £115,928 up to a maximum of £129,172.

3. SALARIES

The North Wales Corporate Joint Committee will not pay any bonus payments or performance related pay to its chief executive. The Joint Committee's local terms and conditions of service will be relevant, as for all other staff, unless otherwise noted within individual policies.

The North Wales Corporate Joint Committee will publish the salaries as an appendix to this policy and on its website as a staffing structure is established.

4. POSTS BELOW CHIEF EXECUTIVE LEVEL

The North Wales Corporate Joint Committee's pay policy for its remaining staff is based on Cyngor Gwynedd's equal pay policy.

The North Wales Corporate Joint Committee has adopted the GLPC Job Evaluation Scheme criteria as the basis for setting salary grades for all posts employed under the Local Government Workers' Conditions of Service. The Joint Committee is committed to pay salaries in accordance with equal pay legislation and the "single status" agreement that was set between local government employers and the recognised trade unions in 1997.

The North Wales Corporate Joint Committee has decided to adopt Cyngor Gwynedd's pay systems as part of its pay policy for staff.



The North Wales Corporate Joint Committee does not pay any bonus payments nor pay which is based on workers' performance.

The relationship between the remunerations of its chief executive and its other employees is designed to secure the ability of the North Wales Corporate Joint Committee to be able to recruit and retain the best suitable candidates to its various posts, whilst maintaining the differentials as defined by the job's evaluation scheme.

5. SALARY ON COMMENCEMENT IN POST

The number of increments within each grade reflects the possible period of development in post that could be relevant to individuals on that grade. Members of staff will be appointed to the salary point within the grade which reflects the time required for development in order that they are able to undertake the full responsibilities and duties of the post.

Normally, each employee is appointed to the lowest pay point within the appropriate pay grade. If an employee is already being paid above the lowest pay point or if there is sufficient evidence to demonstrate that the employee is already fully competent to fulfil a number of aspects relating to the post, then it is possible to appoint on a higher pay point within the appropriate pay grade.

If there is a capacity within the job grade, all members of staff will receive an annual pay increment on the 1st of April, on condition that they have been appointed to their current post for more than six months prior to that date.

6. RELOCATION EXPENSES

In circumstances when it is essential for staff to relocate to undertake their role, the North Wales Corporate Joint Committee can in certain circumstances contribute to the cost of relocating. The scheme is relevant to staff appointed as a result of an advertisement or following an internal re-organisation where they have to move house.

The employee's present home must be more than 20 miles from his/her administrative centre to consider an application to reimburse costs.

In such circumstances, the cost of the removal of furniture and belongings will be reimbursed subject to accepting the lowest of three estimates as well as the full cost of storing furniture for up to three months. A contribution of up to £3,270 to cover legal expenses, estate agent fees, change of carpets and curtains and other incidental costs of removal will be paid subject to the receipt of supporting invoices.

7. MARKET SUPPLEMENT

The grading of posts is based on Cyngor Gwynedd's job evaluation scheme. The North Wales Corporate Joint Committee has adopted this scheme as a mechanism for deciding on pay grades for staff (apart from the chief executive and programme director). This ensures that the pay system is based on equality as defined in the Equality Act 2010 and ensures consistency in pay decisions. For these reasons, any deviation from this system may create a risk that must be robustly regulated. There must be clear reasons to justify any deviation from this arrangement.

However, there may be occasions when market forces lead to recruitment and/or retention problems in relation to a specific post. The Joint Committee therefore may in exceptional circumstances, and to attract and/or retain an individual to a particular post, offer an additional temporary supplement to the substantive salary grade.



In this respect a market supplement will only be used when there is adequate documented evidence of a failure to attract and/or retain an employee to a post. A market supplement is not a permanent addition to the salary. Should circumstances related to the market rate of the post change, or where a member of staff is transferred by the Joint Committee to a different post that does not attract a market supplement, then their entitlement to the payment will cease and the supplement will be withdrawn in line with agreed notice.

8. HONORARIA (UNDERTAKING ADDITIONAL RESPONSIBILITIES)

An additional payment can be approved when an employee agrees to temporarily undertake some specific additional duties and responsibilities which are beyond the normal duties and responsibilities of their substantive post. The proportion of higher level of duties and responsibilities must be significant, evaluated at a higher salary level and over an extended period before temporary additional pay can be offered.

9. PROFESSIONAL FEES

One fee per annum will be reimbursed to officers in respect of membership of recognised bodies which are relevant to their professional function and where that membership is a job requirement.

10. CAR USERS

All staff are denoted as casual car users and reimbursements are paid for business travel on HMRC rates.

11. SUBSISTENCE PAYMENTS

Subsistence repayments will be made when travelling out of County for breakfast, dinner, tea, and supper, up to the maximum for subsistence allowances. For those individuals, whose normal work covers more than one County, e.g., Gwynedd and Môn, "Out of County" is defined as outside that normal area of work.

12. WORKING ADDITIONAL HOURS

Employees, in receipt of basic pay at or below point 22 who are required to work additional hours beyond the 37-hour working week are entitled to receive enhancements at the rate of basic pay at time and a half (alternative arrangements in place for those workers with work patterns where those hours worked are on a fortnightly/monthly or annual basis). Employees paid above point 22 who work beyond the 37-hour week will be paid at their basic rate of pay for those additional hours or will be entitled to time off in lieu, or if the chief executive has specifically given prior approval to planned work, then it is possible to pay at the rate of time and a half.

13. WORKING UNSOCIABLE HOURS

Salary is paid at the basic rate on weekends, for work is undertaken within the 37-hour standard week. Enhanced pay of basic pay and a third is paid to those employees who work between the hours of 10pm and 6am.

Salary is paid in accordance with the national agreement for work conducted on bank holidays and additional statutory days.

14. FIRST AID ALLOWANCE

An annual allowance is paid to employees who act as designated First Aiders.



15. SEVERANCE AND RETIREMENT

The North Wales Corporate Joint Committee's severance and retirement schemes are applied equally and fairly to all staff regardless of grade, age or gender and are implemented in accordance with the regulations of the relevant pension schemes. There are no exceptions for chief officers.

16. FINANCIAL DETRIMENT SCHEME

Financial detriment is defined as a loss due to a change in salary grade and contractual terms and conditions. The North Wales Corporate Joint Committee provides financial assistance to staff who face financial loss (due to re-structuring or re-designation of responsibilities) for a period of two years, based on one year on 100% protection and one year on 50% protection from the date that the change in the employment package becomes operational. That financial assistance will cease after two years unless the individual member of staff has in the meantime been appointed to another post where he/she is not facing financial detriment.

17. RE-EMPLOYMENT

The North Wales Corporate Joint Committee will consider each candidate on their own merit and will appoint with a view to achieving the best efficiency for the service and best value for its ratepayers. Such an appointment, if made, would be subject to any abatements stipulated in the Local Government Pension Scheme Regulations. In accordance with tax law, managers must ensure that any proposed arrangement to pay an individual through a 'contract for services' will be assessed through the HMRC's online tool for confirming employment status. This assessment is to be taken objectively.

18. APPOINTMENT OF NEW CHIEF OFFICER (SALARY OF £100,000 AND ABOVE)

The full North Wales Corporate Joint Committee will approve any amendment to the salary package of any such post prior to its recruitment. Recruitment to any such post will be advertised externally.

NORTH WALES CORPORATE JOINT COMMITTEE

19 June 2026

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

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.

APPENDICES:

- 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
-

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	
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Expenditure	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Employees									
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)
Employees Total	226,230	112,970	430,110	769,310	109,143	61,291	274,080	444,534	(324,796)
Travel									
Travel and subsistence	940	400	1,660	3,000	82	0	1,320	1,402	(1,598)
Travel Total	940	400	1,660	3,000	82	0	1,320	1,402	(1,598)
Supplies and services									
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)
Supplies and services Total	157,580	90,330	94,840	342,750	2,408	130,121	74,852	207,381	(135,369)
Support Services									
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)
Support Services Total	46,750	47,930	135,480	230,160	29,850	21,057	99,330	150,237	(79,923)
Set-up costs									
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
Set-up costs Total	0	0	122,000	122,000	52,235	52,235	166,021	270,491	148,491
Total Expenditure Budget	431,500	251,630	784,090	1,467,220	193,718	264,704	615,603	1,074,025	(393,195)
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
Total Net Expenditure Budget	375,040	184,180	343,260	902,480	(62,742)	(2,746)	(99,446)	(164,934)	(1,067,414)

	Strategic Planning	Other functions	Total Levy	Strategic Planning	Other functions	Total Levy	Variance
Income	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Partners Contributions through a levy							
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
Total Income Budget	(375,040)	(527,440)	(902,480)	(375,040)	(527,440)	(902,480)	0

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

Growth Deal's Financial Position 2025/26

Appendix 2

Expenditure	Base Budget (£)	One-off virements (£)	Total Budget (£)	2025/26 Final Position (£)	Overspend / (Underspend) (£)
Portfolio Management Office					
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)
Total Portfolio Management Office	1,924,770	0	1,924,770	1,163,552	(761,218)
Accountable Body Support Services					
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)
Total Accountable Body Support Services	263,530	0	263,530	181,474	(82,056)
Joint Committee					
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)
Total Joint Committee	71,350	0	71,350	43,894	(27,456)
Projects					
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
Total Projects	450,000	0	450,000	508,704	58,704
Grant schemes					
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)
Grant schemes Total	0	621,320	621,320	589,331	(31,989)
Transfers to reserves					
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
Total Transfers to reserves	108,380	0	108,380	1,966,354	1,857,974
Total Expenditure	2,818,030	621,320	3,439,350	4,453,309	1,013,959

Growth Deal's Financial Position 2025/26

Appendix 2

	Base Budget	One-off virements	Total Budget	2025/26 Final Position	Overspend / (Underspend)
Income	(£)	(£)	(£)	(£)	(£)
Funding Contributions					
Partner Contributions					
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
Local Authorities' Supplementary Contributions					
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
Partner Interest Contributions					
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
Other					
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
Total Income	(2,818,030)	(621,320)	(3,439,350)	(4,996,568)	(1,557,218)
Net Overspend / (Underspend)	0	0	0	(543,259)	(543,259)

	£
Total earmarked reserve at 31 March 2025	(210,977)
Usage in 2025/26	0
Total earmarked reserve at 31 March 2026	(210,977)

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

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

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

North Wales Growth Deal's Capital Position 2025/26

Appendix 4

Programme	Project	Project Sponsor	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	2031/32 (£m)	2032/33 (£m)	2033/34 (£m)	2034/35 (£m)	Total (£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	Cydnorth (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	Freepoint 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
Projects Sub Total			0.12	1.66	1.12	10.64	14.46	56.26	73.70	44.10	13.29	5.00	5.02	5.02	2.50	1.96	234.85
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
Programme Total			0.34	1.94	1.68	11.35	15.33	57.40	74.20	44.40	13.44	5.10	5.12	5.12	2.57	2.01	240.00
Approved budget (February 2025)			0.34	1.94	1.68	12.51	29.61	40.86	59.28	42.58	22.45	8.10	8.20	7.33	5.07	0.05	240.00
Variance			0.00	0.00	0.00	-1.16	-14.28	16.54	14.92	1.82	-9.01	-3.00	-3.08	-2.21	-2.50	1.96	0.00
Cumulative expenditure			0.34	2.28	3.96	15.31	30.64	88.04	162.24	206.64	220.08	225.18	230.30	235.42	237.99	240.00	240.00

* 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

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

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)
Total Expenditure	302,000	290,000	(12,000)
Income	(£)	(£)	(£)
Welsh Government Grant	(290,000)	(290,000)	0
Earmarked Reserve	(12,000)	0	12,000
Total Income	(302,000)	(290,000)	12,000
Net Overspend / (Underspend)	0	0	0

NORTH WALES CORPORATE JOINT COMMITTEE

19 June 2026

TITLE: Treasury Management Strategy Statement 2025/26

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

1. PURPOSE OF THE REPORT

- 1.1. The purpose of this report is to provide the Corporate Joint Committee's (CJC) with an overview of the Treasury Management activity for 2025/26.

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 and are delegated to 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 2025/26 was approved by the CJC on 13th 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

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

Treasury management is a regulated governance function and that the CJC is required to have appropriate arrangements in place for the management of its borrowing, investments and cash flow. The report confirms that treasury management activity for 2025/26 has been undertaken by reference to the Treasury Management Strategy approved by the CJC on 13 June 2025.

The delegation of day-to-day treasury management activity to the Head of Finance and relevant officers is appropriate.

The report is presented for acceptance and provides an accountability mechanism by reporting actual activity against the approved strategy. This is consistent with the principles of good governance, transparency, effective financial stewardship and proper officer accountability.

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 13th 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 31st 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

	31.3.26 Balance £m
Short-term investments	34.1
Cash and cash equivalents	22.3
Total investments	56.4

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

	31.3.26 Balance £m	31.3.26 Rate %	31.3.26 WAM* days
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
Total investments	56.4		

*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
31.03.2026	4.65	A+	40%	13	4.99%
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	✓
Local authorities & other government entities	£5m	£5m	£5m	✓
Secured investments	£0m	£0m	£5m	✓
Banks (unsecured)	£2.7m	£2.3m	£3m	✓
Building societies (unsecured)	£0m	£0m	£3m	✓
Registered providers (unsecured)	£0m	£0m	£3m	✓
Money Market Funds	£5m	£5m	£5m	✓

6. Recommendation

To receive the report.