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Meeting

NORTH WALES CORPORATE JOINT COMMITTEE

Date and Time

1.30 pm, FRIDAY, 25TH SEPTEMBER, 2026

Location

Virtual Meeting

For public access to the meeting, please contact us

Contact Point

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(DISTRIBUTED 18/09/26)

NORTH WALES CORPORATE JOINT COMMITTEE

Council Members

Cllr. Hugh Evans
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

A G E N D A

1. APOLOGIES

To receive any apologies for absence.

2. DECLARATION OF PERSONAL INTEREST

To receive any declaration of Personal Interest.

3. ELECT VICE-CHAIR FOR 2026/27

To elect a Vice-Chair for 2026/27.

4. URGENT BUSINESS

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

5. MINUTES OF THE PREVIOUS MEETING 5 - 13

The Chair shall propose that the minutes of the previous meeting held on 19 of June, 2026 be signed as a true record.

6. ANNUAL GOVERNANCE STATEMENT 2025/26 14 - 32

Mark Watkins, Monitoring Officer to present the report.

7. NORTH WALES CORPORATE JOINT COMMITTEE'S STATEMENT OF ACCOUNTS FOR 2025/26 AND RELEVANT AUDIT 33 - 116

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

8. 2026/27 REVENUE AND CAPITAL POSITION - END OF JULY 2026 REVIEW 117 - 137

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

9. MEDIUM TERM FINANCIAL STRATEGY AND PLAN 2026/27 - 2029/30 138 - 176

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

10. ARRANGEMENTS FOR THE DECISION MAKING FOR IN-YEAR MANAGEMENT OF THE REGIONAL TRANSPORT FUND 177 - 180

Adam Graham, Senior Transport Officer to present the report.

11. ANNUAL REPORT 2025/26 181 - 230

Alwen Williams, Chief Executive to present the report.

12. TRANSFORMATION AND IMPROVEMENT PROGRAMME UPDATE 231 - 236

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

13. NORTH WALES CORPORATE JOINT COMMITTEE PETITION SCHEME 237 - 246

Helen Edwards, Deputy Monitoring Officer to present the report.

14. ESTABLISHMENT OF A STANDARDS SUB-COMMITTEE 247 - 253

Helen Edwards, Deputy Monitoring Officer to present the report.

15. CJC SUB-COMMITTEE MEMBERSHIP CHANGES AND LAY MEMBER APPOINTMENT 254 - 258

Mark Watkins, Monitoring Officer to present the report.

Appendix 2 is separate for Members only.

The Appendix is exempt under Paragraph 12, Part 4, Schedule 12A of the Local Government Act 1972 (information relating to a particular individual); subject to paragraph 21, Part 5 (public-interest test). Applied to the CJC by regulation 26 of the Corporate Joint Committees (General) (No. 2) (Wales) Regulations 2021.

NORTH WALES CORPORATE JOINT COMMITTEE 19/06/2026

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

Councillors: Paul Johnson (Flintshire County Council), Nia Jeffreys (Cyngor Gwynedd), Gary Pritchard (Isle of Anglesey County Council), Julie Fallon (Conwy County Borough Council), Jason McLellan (Denbighshire County Council) and Ifor Glyn Lloyd (Chair of Eryri National Park Authority).

Chief Officers of Constituent Councils: Neal Cockerton (Flintshire County Council), Helen White (Denbighshire County Council), Matt Georgiou (Conwy County Borough Council), Alwyn Jones (Wrexham County Borough Council) and Jonathan Cawley (Eryri National Park Authority).

Other officers present: Alwen Williams (Corporate Joint Committee (CJC) Chief Executive), Dewi Morgan (Chief Finance Officer – Cyngor Gwynedd), Sian Pugh (Assistant Head of Finance – Cyngor Gwynedd), Sara Jane Jones (Senior Accountant - Cyngor Gwynedd), Mark Watkins (Monitoring Officer - Ambition North Wales), David Hole (CJC Implementation Programme Manager), Nia Llwyd Lewis, (Service Manager - Welsh Language and Translation, Conwy County Borough Council), Eleri Jones, (Human Resources Advisory Service Manager - Cyngor Gwynedd), Ffion Williams (Senior Executive 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 Dave Hughes (Flintshire County Council) with Councillor Paul Johnson deputising;
- Dafydd Gibbard (Cyngor Gwynedd)
- Rhun ap Iarll (Conwy County Borough Council) with Matt Georgiou deputising
- Nia Medi Williams (Operations and Resource Manager – Ambition North Wales)
- Adam Graham (Senior Transportation Officer - Ambition North Wales)
- Andy Roberts (Regional Strategic Development Planning Officer)

2. ELECTION OF A CHAIR FOR 2026/27

It was resolved to elect Councillor Mark Pritchard as Chair of the Joint Committee for 2026/27.

3. ELECTION OF A VICE-CHAIR FOR 2026/27

It was resolved to elect Councillor Jason McLellan as Vice-chair of the Joint Committee for 2026/27.

4. DECLARATION OF PERSONAL INTEREST

No declarations of personal interest were received.

5. URGENT ITEMS

None to note.

6. MINUTES OF PREVIOUS MEETINGS

The Chair signed the minutes of the previous meetings held on 20 March 2026 as a true record.

7. MEETINGS PROGRAMME FOR 2026/27

The report was presented by Mark Watkins, Monitoring Officer.

RESOLVED:

To approve and adopt the draft calendar for 2026/27.

DISCUSSION

A programme of meetings for 2026/27 was presented, highlighting the dates and times of proposed meetings for the CJC and its Sub-Committees. It was specified that the programme supported decision-making, transparency, and compliance, and allowed for advance planning of work.

8. CORPORATE PLANNING

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

RESOLVED:

To defer the decision to get a better understanding from the new Welsh Government about their views in supporting this model of funding the Local Growth Fund. A report was requested at the next meeting.

DISCUSSION

The report was presented, stating that its purpose was to put in order a clear framework for how the CJC will operate, prioritise its resources, and demonstrate accountability as it moves forward to the next stage of regional delivery.

It was confirmed that the Welsh Government had stated its intention for the Corporate Joint Committees in Wales to take regional responsibility for the management of the Local Growth Fund from 2027/28. It was noted that the Welsh Government had provided £200,000 to Ambition North Wales to produce the Regional Growth Deal including the associated preparations for its implementation from April 2027.

It was informed that Ambition North Wales had identified the need for a Corporate Plan, which would set out the vision, priorities and actions, as well as provide the basis for working collaboratively with the region. It was reported that a Vision Statement and a Well-being and Objectives Statement had also been created along with a ten-year Regional Growth Deal as required by the Welsh Government.

Concern was expressed about the tight time-scales in delivering the proposal to show that work had commenced on the creation of a ten-year plan by April 2027. It was confirmed that discussions were ongoing with the Welsh Government regarding the time-scales, given that

the different components of the Plan would take time. It was emphasised that engagement with local authorities, partners, and communities was paramount to ensure that the Regional Growth Deal reflected the opportunities and challenges in north Wales.

It was added that the Welsh Government needed a transition plan that sets out how Ambition North Wales will change from the current arrangements, where Cyngor Gwynedd delivers year 1 and the start of year 2, for the CJC to take responsibility for delivering year 3. It was explained that Ambition North Wales was awaiting formal guidance to be published by the Welsh Government, but that they were confident that they would be able to meet the requirements noted. Progress would be reported regularly to the CJC, especially if any delays or challenges arose.

It was noted that some Members disagreed with the Welsh Government's decision to direct funding for the Local Growth Fund through the CJC, particularly as there was a lack of input from local authorities into this decision. However, it was noted that this objection was not a negative reflection of the CJC but rather an objection to the Government's decision.

It was enquired how much more public money would be needed to fund the transformation of the CJC to take responsibility for managing the Local Growth Fund. It was confirmed that the structures for the SPF were in place in Gwynedd and therefore would continue for year 1. It was emphasised that a Welsh Government grant of £200,000 would be used to establish the structures and resources for years 2 and 3.

Clarification was sought for the £65,000 offered to commission a strategic partner to jointly develop documents. It was explained that the figures noted were a proposal of how the grant could be spent. It was confirmed that no work had yet been commissioned or commenced and that Ambition North Wales would work collaboratively with local authorities and partners for the benefit of the region.

A request was made for an update regarding project management capacity at Ambition North Wales. It was clarified that there was currently insufficient capacity in the Ambition North Wales team to support the Local Growth Fund.

In response to concerns about the contribution from local authorities to support and co-produce the Regional Growth Fund, it was explained that the contribution would be £30,000 to the local authorities, and that each of the six local authorities would receive £5,000 for their work. It was noted that this was based on the model created for the SPF, where a contribution from the grant was provided to establish an SPF team within Cyngor Gwynedd.

In response to the discussion, if Members wished, it was confirmed that alternative approaches to the management of the Local Growth Fund could be considered. An alternative approach was discussed, whereby the administration of the Local Growth Fund would remain with the CJC but the task of presenting and commissioning the Local Growth Fund could be delegated to Cyngor Gwynedd or another authority, which would be sensible as the structures and processes had already been developed.

Further concerns were expressed, particularly around capacity and costs, and a recent change in Welsh Government was also highlighted which could lead to a different scheme by the new Government for regional funding and support.

It was proposed that the item be postponed to the next meeting. It was proposed that the CJC would continue discussions with the Welsh Government and reflect the concerns raised during the discussion.

Members and officers were thanked for their input into the discussion.

9. WELSH LANGUAGE STANDARDS ANNUAL REPORT

The report was presented by Nia Medi Williams, Resources and Operations Manager and Nia Llwyd Lewis, Welsh Language and Translation Service Manager (Conwy Council).

RESOLVED:

The Welsh Language Standards Annual Report was approved for publication.

DISCUSSION

The report was presented, highlighting that the purpose of the report was to show the extent to which Ambition North Wales had complied with the Welsh Language Standards in the period between 28 February 2025 and 31 March 2026. It was explained that all the steps taken had contributed to the Welsh Government's target of having one million Welsh speakers by 2050.

The context was provided, explaining that Ambition North Wales had commissioned the work and worked with officers from the Language and Translation Team at Conwy Council to complete the report. The team was thanked for their support.

It was confirmed that Ambition North Wales was a proud, bilingual organisation and already implemented a large number of Welsh language standards. It was highlighted that no complaints had been received from the public or investigations by the Welsh Language Commissioner over the past year, and that all materials on the Ambition North Wales website were available bilingually.

The development of Welsh language skills support for Ambition North Wales staff was reported. It was explained that Welsh language skills had been measured and recorded for the first time, using CEFR (Common European Framework of Reference for Languages). It was reported that 54% of Ambition North Wales staff were able to speak Welsh, 40% of staff were learning Welsh, and that there were only 2 members of staff with no Welsh skills. It was confirmed that staff were encouraged to use the Welsh language skills they had, whether in the Office or in meetings.

The officers were thanked for the report, and the importance of continuing to use the Welsh language in the workplace was emphasised.

10. COMPLIMENTS, COMMENTS AND COMPLAINTS POLICY

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

RESOLVED:

The draft Compliments, Comments and Complaints Policy was considered and approved for adoption.

DISCUSSION

The report was presented, stating that it was important that a clear and consistent approach for receiving, managing and learning from any complaints or feedback was in place, particularly as the CJC continued to develop its governance arrangements.

It was reported that the policy specified how compliments, comments, and complaints would be handled. It was explained that the policy confirmed informal resolution arrangements, formal investigation, time-lines for response, escalation arrangements, and how lessons to be learned would be collected and recorded to support the service. In addition, it was noted that the policy would also help reduce the risk of: inconsistent handling of complaints; poor record-keeping; avoid escalation to the Public Services Ombudsman for Wales; and damage reputation. It was explained that the policy supported transparency, accountability and continuous improvement, and was also in line with the principles of good administration.

It was noted that the policy had been considered by the CJC's Governance and Audit Sub-committee at its meeting on 4 June, where it had been supported and recommended for adoption by the CJC. It was highlighted that two points had been raised, namely the need for a separate document management record for the feedback form, and the creation of a dedicated Welsh and English inbox to receive feedback via e-mail.

11. PAY POLICY STATEMENT 2026/27

The report was presented by Eleri Jones, Human Resources Service Manager.

RESOLVED:

- To adopt the North Wales Corporate Joint Committee's pay policy statement for 2026/27 (Appendix 1).
- To authorise officers to publish the approved Pay Policy Statement on the Ambition North Wales website as soon as reasonably practicable after approval.

DISCUSSION

The Pay Policy Statement 2026/27 was presented stating that it was a statutory duty on the CJC as a public government body to publish a Pay Policy Statement annually. It was explained that this was good practice and ensured that the CJC was transparent in their payment arrangements and in the publication of the working conditions of its staff.

Members were informed that discussions regarding the salary increase of chief executives and all other staff were ongoing. It was reported that a 3.2% increase in the Chief Executive's annual salary had been agreed in July 2025, and later in the summer a 3.2% increase had been agreed for the rest of the staff.

It was further reported that the Welsh Local Government Association had agreed on a 3.3% increase in Chief Executives' salaries for 2026/27, but that they were awaiting confirmation of the level of increase for the rest of the staff.

It was explained that there had been an agreement for point 2 on the salary structure to be abolished, effective from 1 April 2026.

It was recognised that the Travel Policy would need to be updated, to reflect the recent adjustment by HMRC, where the rate had been increased to 55 pence per mile.

It was noted that the Policy emphasised the need to attract and retain staff, ensuring that the CJC remained competitive with its salaries.

In response to a question, it was confirmed that the Pay Policy included all CJC staff and its Sub-committees.

It was asked whether more detail was needed regarding the pay grades and pay structures, and whether the current level of detail reflected in the Pay Policy Statement would be accepted by the CJC's Governance and Audit Sub-committee. It was explained that the current draft was a starting point, and that it was possible to add more information about pay grades and pay structures as the Policy developed. It was confirmed that the information would be presented to Members at the next meeting of the CJC.

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

The report was presented by Dewi A. Morgan, Head of Finance (CJC Statutory Officer) and Sian Pugh, Assistant Head of Finance.

RESOLVED:

- The CJC's out-turn position for 2025/26 (Appendix 1) was noted and accepted, including the transfer of £1,067,414 to the reserve to fund future budgets.
- The Growth Deal's out-turn position for 2025/26 (Appendix 2) was noted and accepted. Due to the reported underspending, in order to demonstrate a neutral position for the year, it was not necessary to use £60,990 of the reserve budgeted for it in 2025/26, and an amount of £867,731 from the North Wales Growth Deal grant would be used, which was less than budgeted.
- The Growth Deal's reserves position was noted and accepted (Appendix 3).
- The Growth Deal's capital end-of-year review as of 31 March 2026 (Appendix 4) was noted and accepted.
- The Investment Zone's out-turn position for 2025/26 (Appendix 5) was noted and accepted.
- The Regional Skills Partnership's out-turn position for 2025/26 (Appendix 6) was noted and accepted.
- The above was noted and accepted subject to further reports to provide further information regarding:

- .1. CJC staff over the last three years on plans moving forward;
- .2. Providing an analysis of the underspend on the use of reserves over the next few years along with the required percentage of reserves;
- .3. And any financial obligations of delaying the levy for 2027-28.

DISCUSSION

The report was presented, detailing the revenue and capital out-turn position of the CJC for 2025/26.

It was explained that the total net out-turn position for the Strategic Planning, Transport and Corporate elements in nature had underspent by £1.067 million. It was elaborated that £600 thousand of this underspend had come from grants received from the Welsh Government during the year.

The Growth Deal out-turn position per expenditure heading and the corresponding funding streams for the year were detailed, noting that the total underspend was £543k with the main underspend under the heading 'employees'.

It added that an interest reserve of £5m had been set aside to fund borrowing costs in the coming years as expenditure on the capital schemes had commenced before receiving grant funding from the Government. It was clarified that the balance of the resources reserve as of 31 March 2026 was £4.4m, and almost one million of this fund had been earmarked for use in the 2026/27 budget.

A year-end review of the Growth Deal capital programme for 2025/26 was presented followed by a spending profile from 2026/27 onwards. It was highlighted that a total of £30.64 million of expenditure had been made on the Growth Deal by the end of 2025/26. A net reduction of £14.28m was noted in expenditure for 2025/26 compared to the budget approved in February 2025 due to projects slipping.

The Investment Zone's actual expenditure and income were reported, noting a neutral out-turn position for 2025/26. It was noted that the financial position of the Regional Skills Partnership also showed a neutral position for the year, with the expenditure of £290k being funded by a Welsh Government grant.

Concern was expressed about putting over £1 million into the reserves while local authorities were in such serious financial positions and the constant need to justify the expenditure of public money.

It was enquired if local authorities could delay the levy for 2027/28, which would still leave £700,000 in reserves. It was expressed that any proposal would be considered by the CJC, but that no financial advice could be provided without an opportunity to gather the relevant information and costs. It was explained that it would not be possible to fund all proposals but that taking a break from levy charging in 2027/28 would be a serious issue that would likely result in a financial risk to the CJC.

It was highlighted that the medium-term financial plan would be produced over the summer, with the budget coming into force following its approval by the CJC in September 2026. It was confirmed that a proportion of the reserves would be used to keep the levy as low as possible for 2026/27.

Concern was noted about a high level of reserves, potential future underspending, and the fact that the CJC did not have a reserves policy. It was confirmed that a policy could be developed that would outline the level of reserves considered acceptable. It was acknowledged that the current level of reserves was higher than recommended although it was explained that the level of reserves should be systematically reduced.

It was emphasised that £600k of the reserve had already been committed for 2026/27. It was noted that the overall role of the CJC was to develop the North Wales economy, highlighting that the CJC was under scrutiny by the Welsh and UK Governments, and failure to deliver the projects could result in significant risk.

It was highlighted that the CJC was responsible for investing £400 million of public sector funding in major capital projects. Members were asked to consider that these projects would create 10,000 new jobs in the North Wales economy over the next ten years and would also attract a total investment of up to £2 billion in North Wales. It was explained that the work of the CJC enabled economic growth and the delivery of high-value projects. It was stressed that withholding or reducing funding for these projects would result in projects not being delivered and jobs not being created.

It was asked if the decision could be postponed until the next meeting of the CJC in September 2026 in order to receive all additional information. Given that a large amount of the CJC's underspend is staffing related, it was requested that members be given the opportunity to review employee expenditure looking at staff growth, as well as review projected plans for the future. It was stressed that a better understanding was needed for 2026/27 to justify any levy.

It was emphasised that if they were not willing to accept any of the formal recommendations in the decision sought, the CJC would not be able to produce the formal statement of accounts for 2025/26. It was noted that it was vital that the accounts for 2025/26 be prepared, and therefore it was proposed that the wording of the decision sought could be amended to reflect the request for further information on the reserves earmarked, and to ensure that it was presented to members at the next meeting of the CJC.

13. TREASURY MANAGEMENT STRATEGY STATEMENT 2025/26

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

RESOLVED:

To accept the report for 2025/26.

DISCUSSION

The report was presented, highlighting that the purpose of the report was to provide an overview of the CJC's treasury management activities during the 2025/26 financial year. It

was reiterated that £1.9m of interest on investments had been received from the capital money.

It was confirmed that the CJC was in a strong position as of 31 March 2026, with investments worth £56.4 million. It was clarified that this was mainly capital money from the Growth Deal and Investment Zone that had not yet been spent.

It was stressed that the purpose of Treasury Management was to make the best use of the balances that needed to be invested, until the money was needed in the CJC's business purse. It was explained that the CJC invested in banks, building societies, local authorities, money market funds, and the debt management office. It was noted that the priority of these investments was security, followed by liquidity and growth.

In response to a question, it was confirmed that Arlingclose had contributed parts of the narrative in the Treasury Management Outturn Report. It was further confirmed that the CJC now had an agreement with Arlingclose, which was separate from Arlingclose's agreement with Cyngor Gwynedd.

Assurances were sought as to which banks, money market funds, and local authorities the CJC invested in and whether their ethical investment policies were in line with the ethos and values of the CJC and the six local authorities. It was explained that all the banks in which the CJC invested had been listed in the Treasury Management Strategy when it was adopted by the CJC in 2025.

Assurance was provided that the CJC did not invest in any organisation that does not share its ethics and values and would consider any concerns raised by members. It was confirmed that it would be sensible for the CJC to have an Ethical Investment Strategy, and the CJC's Governance and Audit Sub-committee could push this work forward.

It was confirmed that a list of the banks, money market funds, and local authorities covered within the Treasury Management Strategy would be included in any update, in order to ensure transparency and integrity. It was further confirmed that these updates would also be submitted regularly to the CJC's Governance and Audit Sub-committee.

The meeting commenced at 13:30 and concluded at 15:45.

(Chair)

NORTH WALES CORPORATE JOINT COMMITTEE

25 September, 2026

TITLE: Annual Governance Statement 2025/26

AUTHORS: Mark Watkins, Monitoring Officer

1. PURPOSE OF THE REPORT

- 1.1. To present the Annual Governance Statement 2025/26, which records the outcome of the annual review of the Corporate Joint Committee's governance and internal control arrangements, and to seek its approval.

2. DECISION SOUGHT

- 2.1. To approve the Annual Governance Statement 2025/26 at Appendix 1 as the Corporate Joint Committee's statement on internal control for the purposes of Regulation 5 of the Accounts and Audit (Wales) Regulations 2014 (as amended).
- 2.2. To note and endorse the Governance Improvement Plan for 2026/27 contained within the Statement
- 2.3. To authorise the Chair and Chief Executive to sign the Annual Governance Statement.

3. REASON FOR THE DECISION

- 3.1. The Corporate Joint Committee is required to review the effectiveness of its system of internal control at least annually and, following that review, to approve a statement on internal control prepared in accordance with proper practices. The Annual Governance Statement is the means by which the CJC records that review, its overall assurance conclusion and the governance improvements to be progressed during 2026/27.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The Accounts and Audit (Wales) Regulations 2014 (as amended) apply to corporate joint committees. Regulation 5 requires the CJC to maintain a sound system of internal control, including arrangements for risk management and adequate and effective financial management; to review the effectiveness of that system at least once each year; to consider the findings of that review; and to approve a statement on internal control. The approved statement will accompany the Statement of Accounts.
- 4.2. The Annual Governance Statement 2025/26 has been prepared on that basis and having regard to the CIPFA/SOLACE Delivering Good Governance in Local Government Framework. It considers the CJC's wider governance framework, including constitutional and decision-making arrangements, ethical governance, financial management, risk and performance, transparency,

programme and partnership governance, organisational capacity, and internal and external assurance.

- 4.3. The 2025/26 financial year was the first full year following the transfer on 1 April 2025 of the North Wales Growth Deal responsibilities, together with the associated staff, resources, financial responsibilities and governance arrangements, from the former North Wales Economic Ambition Board arrangements into the CJC. The review therefore considers not only compliance with the governance framework, but the extent to which the CJC's expanded organisational and assurance arrangements have been effectively embedded.
- 4.4. The review has been led by the Monitoring Officer in consultation with the Chief Executive and Chief Finance Officer and draws on evidence and assurance from relevant senior officers and service leads, together with Internal Audit and Audit Wales evidence where available. The Statement distinguishes significant governance issues and material control weaknesses from governance development actions and routine operational matters.
- 4.5. The Statement concludes that the governance framework provided a reasonable basis for the lawful, accountable and effective discharge of the CJC's functions during 2025/26, while recognising that a number of corporate governance arrangements remain in development or require further embedding. Those matters are reflected in the governance improvement action plan for 2026/27.
- 4.6. The draft Statement had been programmed for review by the Governance and Audit Sub-Committee on 15 September 2026. Following postponement of that meeting, it has not been possible for the Sub-Committee to review the Statement before this meeting. This does not prevent the CJC from considering the findings of the review and approving the Statement itself under Regulation 5. To preserve the Sub-Committee's assurance role, the Statement and improvement action plan will be presented to its rescheduled meeting at the earliest opportunity, with any material recommendations reported back to the CJC.

5. LEGAL IMPLICATIONS

The legal implications are set out above. Compliance with Regulation 5 requires an annual review of the effectiveness of the CJC's system of internal control, consideration of the findings and approval of the statement on internal control. The statement must accompany the CJC's Statement of Accounts.

6. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from approval of the Annual Governance Statement. Financial management and internal control form part of the annual review, and any resource implications arising from individual improvement actions will be addressed through the relevant budgetary and decision-making processes.

APPENDICES:

Appendix 1: Annual Governance Statement 2025/26

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

I am satisfied that the approach taken to the Annual Governance Statement 2025/26 is consistent with the requirements of Regulation 5 and provides a proportionate basis for the CJC's annual governance assurance. The postponement of the Governance and Audit Sub-Committee does not prevent the CJC from approving the Statement itself, but the Sub-Committee's review should be completed at the earliest opportunity and any material recommendations reported back to the CJC.

ii. Statutory Finance Officer:

I am satisfied that the contents of the Annual Governance Statement is a fair reflection of the governance arrangements and relevant activities of the Corporate Joint Committee in 2025/26, that the statement meets the requirements of the Accounting and Audit Regulations to prepare a statement of internal control.



Uchelgais
Gogledd Cymru
Ambition
North Wales

Annual Governance Statement 2025-2026



Annual Governance Statement 2025/26

[Final draft for CJC approval]

Contents

1. Purpose and statutory context
2. About the North Wales Corporate Joint Committee
3. Governance framework
4. Scope and methodology of the annual review
5. Sources of assurance and the Three Lines model
6. Review of effectiveness against the seven CIPFA/SOLACE principles
7. Governance developments, issues and materiality assessment
8. Governance improvement action plan 2026/27
9. Assurance conclusion and sign-off

1. Purpose and statutory context

This Annual Governance Statement explains how the North Wales Corporate Joint Committee (the CJC), operating under the Ambition North Wales brand, complied with its governance framework during 2025/26 and reports on the effectiveness of those arrangements.

The Statement is prepared having regard to the Local Government and Elections (Wales) Act 2021, the Accounts and Audit (Wales) Regulations 2014 (as amended), the regulations applying to corporate joint committees in Wales, and the CIPFA/SOLACE Delivering Good Governance in Local Government Framework.

The CJC is responsible for ensuring that its business is conducted in accordance with the law and proper standards; that public money is safeguarded, properly accounted for and used economically, efficiently and effectively; and that arrangements are in place to manage risk, secure accountability and support the achievement of its statutory and strategic objectives.

The governance framework includes the systems, processes, culture and values through which the CJC is directed and controlled. The system of internal control forms part of that framework and is designed to manage, rather than eliminate, the risk of failure to achieve objectives. It therefore provides reasonable, rather than absolute, assurance.

2. About the North Wales Corporate Joint Committee

The North Wales Corporate Joint Committee is a statutory corporate body established by the North Wales Corporate Joint Committee Regulations 2021. It comprises the six constituent councils in North Wales and, for relevant strategic planning functions, the Eryri National Park Authority.

The CJC exercises statutory functions relating to regional economic well-being, regional transport planning and strategic development planning. On 1 April 2025, responsibility for delivery of the North Wales Growth Deal transferred from the North Wales Economic Ambition Board arrangements to the CJC. The CJC also supports the governance and delivery arrangements for the Flintshire and Wrexham Investment Zone.

The 2025/26 year was therefore the first full financial year in which the CJC combined its statutory functions with responsibility for the Growth Deal and associated organisational, staffing, financial and governance arrangements.

3. Governance framework

The CJC's Constitution is the principal source of its governance framework. It sets out the CJC's decision-making structures, committee and sub-committee arrangements (see Figure 1 of the intended final structure) schemes of delegation, financial and contract procedure rules, access to information arrangements, and member and officer conduct requirements.

The governance framework is supported by the CJC's statutory officers, senior management arrangements, internal and external audit, service-level arrangements, programme and project assurance, risk and performance management and the work of the Governance & Audit Sub-Committee. Approved plans and monitoring arrangements were maintained for individual functions; a single overarching Corporate Plan and a consolidated corporate performance view were not yet in place. For the sake clarity, at the time in question, neither the Standards Sub-Committee or the Joint Overview and Scrutiny Committee were established.

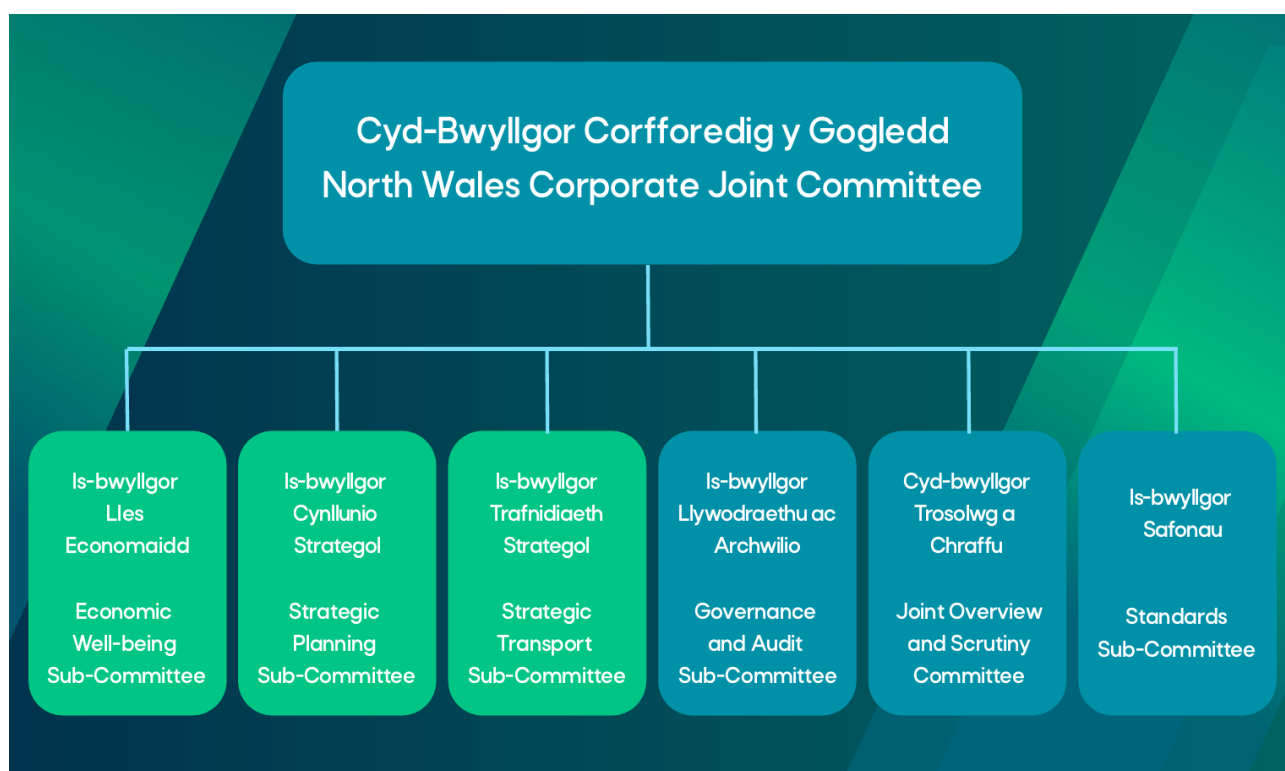


Figure 1: (Intended) North Wales CJC committee and sub-committee structure

4. Scope and methodology of the annual review

The review covers the whole CJC governance framework, including constitutional compliance, ethical standards, member and officer decision-making, financial management, risk and performance management, transparency, information governance, partnership and programme governance, workforce capacity, audit and assurance arrangements.

The Monitoring Officer leads the assessment in consultation with the Chief Executive and Chief Finance Officer. Responsible officers provide targeted factual information and exception-based assurance for the areas they own. The Operations and Resources Manager coordinates operational evidence and document control. The Chief Finance Officer coordinates corporate risk and audit evidence, while Audit Wales evidence is considered as available. The Monitoring Officer then assesses relevance, reliability and materiality, determines effectiveness against the seven CIPFA/SOLACE principles, settles the improvement actions and drafts the overall assurance conclusion. It is intended that Governance & Audit Sub-Committee will oversee and monitor delivery of the resulting Governance Improvement Plan.

Materiality and evaluation

Evidence should be assessed for relevance, reliability and timeliness. Identified matters should be classified consistently as: (a) a significant governance issue; (b) a material weakness or control issue requiring disclosure; (c) a governance development action; or (d) a routine operational matter not requiring inclusion in the AGS.

5. Sources of assurance and the Three Lines model

The CJC applies a Three Lines approach to distinguish management responsibility from corporate oversight and independent assurance.

Line	Primary responsibility	Examples at ANW	Typical assurance evidence
First line	Management owns and manages risks, controls, performance and delivery.	Chief Executive, Operations and Resources Manager, programme and project leads, budget holders and contract managers.	Targeted management assurance; risk and performance reports; control records; exception reporting.
Second line	Corporate functions set frameworks, advise, challenge and monitor.	Legal and governance, finance, risk, procurement, HR, information governance, democratic services.	Policy compliance; statutory officer comments; monitoring reports; exception logs.
Third line	Independent assurance on governance, risk and control.	Internal Audit, Audit Wales and other independent reviews.	Annual audit opinion and completed audit work within scope; Audit Wales and other independent findings as available.

Sources of assurance

Source of assurance	Role in the review	Evidence considered
Chief Executive	Corporate management, organisational capacity and operational assurance.	Operational evidence, including staffing/hosted-services arrangements; final CEO corporate assurance
Monitoring Officer	Lawfulness, constitutional compliance, ethical governance, decision-making and materiality assessment.	Constitutional/Governance records, committee decisions and governance review.
Chief Finance Officer	Financial management, internal control and corporate risk.	Confirmation received through the Chief Finance Officer that no material Internal Audit issues had been identified. The review also considered relevant prior-year audit findings. 2025/26 corporate-risk evidence; CFO financial assurance
Internal Audit	Independent assurance on governance, risk management and control within the scope of completed work.	Prior-year material for historical context; 2025/26
Audit Wales	External audit and other independent assurance.	Relevant external-audit findings and prior-year assurance where applicable.
Functional and programme leads	First-line factual evidence and exception reporting.	Published CJC and sub-committee papers; Operations reporting map and 2025/26 governance note; Growth Deal programme-governance records; relevant first-line officer evidence and assurances

6. Review of effectiveness against the seven governance principles

The following assessment summarises the governance arrangements reviewed, the evidence-based assessment of effectiveness, material limitations identified and any resulting improvement action.

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law

Governance arrangements and evidence	Member declarations and registers of interests have been completed and published. A formal employee Code of Conduct is being developed by the Legal & Governance Team. Legal issues concerning the interpretation of the relevant regulations and eligibility for membership of the Standards Sub-Committee have now been resolved; draft terms of reference have been prepared for approval and adoption by the Corporate Joint Committee. Statutory officer advice is embedded in the decision-making framework, with legal and financial comments required on committee reports. Draft whistleblowing and counter-fraud policies have also been prepared and are awaiting formal adoption.
Assessment of effectiveness during 2025/26	Overall, the CJC had functioning arrangements to support lawful and ethical decision-making during 2025/26, particularly through embedded statutory officer advice and the collection and publication of members' interests. The ethical-governance framework was, however, not fully mature during the year. Establishment of the Standards Sub-Committee was delayed while legal issues concerning membership eligibility were resolved, and a formal employee Code of Conduct had not yet been adopted. Those matters have since progressed, with the legal issue resolved, draft terms of reference prepared and supporting policy work advanced. On the evidence reviewed, these can best be described as governance-development gaps rather than evidence of a significant failure in integrity, lawfulness or ethical decision-making.
Weaknesses, exceptions or limitations	The Standards Sub-Committee was not fully established during 2025/26 and a formal employee Code of Conduct remained outstanding. No evidence has been identified that these gaps resulted in material unlawful decision-making, unmanaged conflicts of interest or a significant ethical-governance failure.
Improvement action	Action 3 - complete and embed the ethical-governance framework, including approval and establishment of the Standards Sub-Committee arrangements, adoption of the employee Code of Conduct and completion of the supporting whistleblowing and counter-fraud policies.

Principle B: Ensuring openness and comprehensive stakeholder engagement

Governance arrangements and evidence	Publication of agendas, reports, minutes and decisions; forward work programme; and public participation arrangements; consultation and institutional engagement; scrutiny through constituent councils and development of joint scrutiny arrangements. Growth Deal arrangements also allow participation by members of all six constituent councils in programme scrutiny; although this does not amount to and neither is it intended to be a fully operational CJC-wide joint scrutiny committee.
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Assessment of effectiveness during 2025/26	Democratic Services, provided to the CJC by Cyngor Gwynedd, confirmed that agendas, reports, minutes and decisions were generally published through the usual arrangements during 2025/26. There were, however, a limited number of late agenda publications and recurring internal pressure around meeting-publication timetables. Minutes were generally published with the agenda for the subsequent meeting; earlier publication of draft minutes is an intended service improvement, subject to available resources. Joint overview and scrutiny arrangements were not operational during the year and continued to be developed, while the statutory scrutiny routes available through the constituent councils remained in place. Overall, the transparency framework operated in practice, but publication timeliness, scrutiny development and process resilience require further strengthening.
Weaknesses, exceptions or limitations	The evidence identifies a recurring timeliness and resilience weakness in agenda publication and an incomplete joint-scrutiny model, rather than a systemic failure of openness or accountability. The material reviewed does not establish widespread publication non-compliance or a material failure of scrutiny. These matters are governance-development issues requiring completion and more resilient arrangements.
Improvement action	Actions 2 and 3 - strengthen forward planning and publication controls and complete proportionate joint scrutiny arrangements.

Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits

Governance arrangements and evidence	The CJC's statutory and programme outcomes were set out in approved function-specific plans rather than a single overarching Corporate Plan. The Operations reporting map identifies the Growth Deal's Final Deal Agreement, Delivery and Funding Agreement and Portfolio Business Case; the Investment Zone's agreed programme and annual delivery plan; regional skills and energy plans; the Regional Transport Plan and Year 1 Delivery Plan; the Strategic Development Plan Delivery Agreement; and a Transformation Plan. Reporting routes differed by function. Growth Deal performance was reported quarterly to the Economic Well-being Sub-Committee and to government and local-authority scrutiny channels; Investment Zone delivery was reported through its advisory and economic well-being arrangements; and transport and strategic planning progress was reported through their sub-committees. Further monitoring included reporting to Welsh Government on skills and energy and six-monthly CJC reporting on transformation. The Growth Deal also had a benefits-realisation framework and a carbon-emissions and biodiversity statement and methodology.
Assessment of effectiveness during 2025/26	The Operations evidence confirms that the CJC had approved plans and identifiable monitoring routes across its principal functions during 2025/26. The Growth Deal had an established quarterly reporting framework, supplemented by annual portfolio/programme/project assessment and meetings with the UK and Welsh Governments. The published transport and strategic planning papers demonstrate progress through the relevant consultation, planning and member-decision stages; the Investment Zone used annual delivery planning and programme reporting. The Growth Deal's benefits-realisation and carbon/biodiversity arrangements provided a framework for assessing intended benefits; their existence is not, of itself, evidence that all benefits had been achieved. The Strategic Transport I& Strategic Planning Leads consider that the published papers contain the important information for their respective areas. Taken together, these sources demonstrate defined outcomes and active programme-level oversight, while not establishing a single organisation-wide assessment of delivery against all outcomes.

Weaknesses, exceptions or limitations	The CJC did not have an overarching Corporate Plan or a single consolidated performance view across its functions. This did not mean that outcomes or reporting were absent: approved programme plans and reporting existed, but the frequency, recipients and maturity of monitoring differed. Operations' reporting map also indicates that some future reporting routes remained to be confirmed. The absence of a consolidated corporate view is a proportionate governance-development matter, not evidence in itself of significant underperformance or a material failure.
Improvement action	Action 4 – draw existing programme returns into a short, proportionate CJC-wide view of strategic outcomes, performance and material exceptions. This need not entail a new corporate planning framework or duplicate established programme reporting.

Principle D: Determining the interventions necessary to optimise achievement of intended outcomes

Governance arrangements and evidence	Formal CJC and sub-committee decision-making; statutory officer advice; the Growth Deal Delivery and Funding Agreement, Portfolio Board and programme/project boards; business-case and gateway processes; named portfolio, programme and project Senior Responsible Officers; and the existing procurement, contract and funding arrangements. Operations reports that Growth Deal business cases follow the Five Case model and relevant Better Business Cases/Green Book guidance and are subject to independent gateway review at key decision points. Funding agreements with main project sponsors address conflicts of interest and transparent, competitive and sustainable procurement.
Assessment of effectiveness during 2025/26	Operations' account of Growth Deal governance provides first-line evidence of defined decision routes: Portfolio Board consideration before reports are submitted to the Economic Well-being Sub-Committee, engagement with programme/project boards and governments where appropriate, and business-case/gateway review. A portfolio Senior Responsible Officer and programme/project Senior Responsible Officers support accountability. The transport programme used the CJC's decision route when Welsh Government Regional Transport Funding timetables did not align with local governance, leading to an additional CJC meeting; a later delegated-authority proposal addressed the in-year change process after guidance was delayed. These are examples of adaptation to new arrangements rather than evidence that proper decision routes were bypassed. The Contract Procedure Rules remained in operation, though their review and replacement of inherited contract templates were incomplete.
Weaknesses, exceptions or limitations	The Contract Procedure Rules and inherited contract templates require modernisation, and in-year transport-funding decision arrangements were not settled as early as planned. The Operations note does not independently establish that every project gateway, sponsor procurement or control operated without exception; no such blanket assurance is inferred. No material failure is demonstrated by the material reviewed.
Improvement action	Action 2 - complete the constitutional, delegation and procurement-framework review, including updated Contract Procedure Rules, appropriate contract templates and clear decision routes for in-year programme changes.

Principle E: Developing the CJC's capacity, including leadership and individual capability

Governance arrangements and evidence	Organisation structure and statutory officer capacity; recruitment and vacancies; induction and capability; performance management; succession and business continuity; hosted support arrangements and service-level agreements.
Assessment of effectiveness during 2025/26	The CJC continued to develop its organisational capacity during 2025/26 as its statutory and programme responsibilities expanded. Capacity has been increased through regular recruitment exercises, and the organisation has continued to draw on hosted support from Cyngor Gwynedd, including HR, finance and Democratic Services. Those hosted services continued to operate during the year. Agreement of a comprehensive service-level agreement covering the hosted arrangements took longer than intended, but the agreement is now close to conclusion and signature. On the information used for this draft, no material service-continuity or operational-control failure resulted from the delay. The overall position is therefore one of an organisation continuing to build capacity and formalise supporting arrangements rather than one lacking the capability to discharge its functions.
Weaknesses, exceptions or limitations	The delayed completion of the hosted-services SLA reduced formal clarity over service standards, accountability, performance and escalation arrangements during part of the period. Continued recruitment also reflects the need to build resilience as the CJC's operating model expands. No material failure of service delivery or organisational capacity has been identified.
Improvement action	Action 4 - conclude and embed the hosted-services SLA and continue proportionate review of capacity, resilience and key-person dependencies as the CJC operating model develops.

Principle F: Managing risks and performance through robust internal control and strong public financial management

Governance arrangements and evidence	The CJC's financial management arrangements are overseen by the Chief Finance Officer, with budgetary control, financial monitoring and reporting undertaken through the established financial management framework. Financial performance and reserves are reported to the CJC and relevant sub-committees. During 2025/26, a draft corporate risk register was developed but had not been formally approved. The Growth Deal maintained a comprehensive programme risk register, which was kept under review and reported regularly to the Economic Well-being Sub-Committee. The review also drew upon the audit assurance information provided through the Chief Finance Officer and relevant Audit Wales reports.
Assessment of effectiveness during 2025/26	Financial monitoring and programme-level risk management arrangements operated during the year. In particular, the Growth Deal maintained an established risk reporting framework, with regular reporting to members. The CJC-wide corporate risk management framework was less developed. Although work progressed on a corporate risk register, the absence of a formally approved and embedded framework limited the consistency of corporate risk identification, ownership and escalation across the organisation. The review has taken account of the Chief Finance Officer's assurance and the relevant Internal Audit findings (if any) in assessing the effectiveness of financial management and internal control.
Weaknesses, exceptions or limitations	The principal weakness was the absence of a formally approved and embedded corporate risk management framework. Existing programme-level arrangements provided important controls but did not constitute a comprehensive CJC-wide risk management system.

Improvement action	Actions 1, 2 and 5 - approve and embed the corporate risk framework; complete the procurement/constitutional review; and strengthen integrated audit and assurance follow-up.
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Principle G: Implementing good practices in transparency, reporting and audit to deliver effective accountability

Governance arrangements and evidence	Published CJC and sub-committee reports and decisions; functional and programme performance reporting; scrutiny participation by members of the six constituent councils in the Growth Deal arrangements; the Governance & Audit Sub-Committee; Internal Audit, Audit Wales and action follow-up. The Operations reporting map identifies reporting to the Economic Well-being, Strategic Transport and Strategic Planning Sub-Committees, the CJC and external funders, with frequency differing by programme.
Assessment of effectiveness during 2025/26	The Operations Team's reporting map and Growth Deal governance note demonstrate established routes through which programme activity was reported to members, funders and other oversight bodies. Growth Deal arrangements allow the six councils' members to participate in scrutiny; that programme-specific arrangement should not be conflated with a fully operational CJC-wide joint overview and scrutiny committee. Democratic Services confirmed that routine publication generally operated but identified agenda-timetable pressure and GASC quoracy problems. Prior-year audit materials offer useful background, not a substitute for the 2025/26 audit position.
Weaknesses, exceptions or limitations	Two scheduled GASC meetings were not quorate and a further difficulty arose in September 2026. Some agenda publication was late; programme reporting has not yet been consolidated into a CJC-wide picture. No material unaddressed control failure has been demonstrated as a consequence of the quoracy problems, but oversight resilience and the completeness of assurance remain live issues.
Improvement action	Action 5 - strengthen GASC attendance/quorum resilience, annual work planning and integrated assurance/action tracking, including escalation of overdue or high-risk actions.

7. Governance developments, issues and materiality assessment

The review distinguishes significant governance issues from material weaknesses, governance-development actions and routine operational matters. In assessing materiality, regard has been had to actual effect, the risk created, whether a weakness is isolated or systemic, and the effectiveness of compensating controls.

Governance matter	Evidence / position	Materiality judgment	Final treatment
Corporate risk and assurance framework	A draft CJC corporate risk register was developed but not formally approved. Growth Deal risks were managed through a comprehensive register under continuous review and regular member reporting.	Governance development/control weakness. The corporate gap requires action, but compensating programme-level controls operated and no significant governance failure is identified.	Principle F; Action 1.

Governance matter	Evidence / position	Materiality judgment	Final treatment
Democratic transparency, scrutiny and publication	Publication arrangements generally operated, but some agenda publication was late and timetable pressure recurred. Joint scrutiny arrangements remained in development; constituent-council scrutiny routes remained available.	Governance development/control weakness rather than systemic failure of openness or accountability.	Principle B; Actions 2 and 3.
Standards and ethical governance	Members' interests were collected and published and statutory-officer advice was embedded. Standards Sub-Committee establishment was delayed while membership-eligibility issues were resolved. Employee Code of Conduct and supporting policies remained to be completed.	Governance development requiring completion and embedding; no material ethical or lawfulness failure identified.	Principle A; Action 3.
Constitution, delegations, procurement and decision routes	The operating model continued to evolve after Growth Deal transfer. Operations reports a Delivery and Funding Agreement, Portfolio Board, programme/project Senior Responsible Officers and Five Case business-case/gateway reviews. Contract Procedure Rules and inherited templates need updating; transport-funding timetables/guidance occasionally required additional or later CJC decisions.	Governance development. No material unlawful decision or procurement failure identified.	Principle D; Action 2.
GASC assurance and resilience	Two scheduled GASC meetings were not quorate and a further quoracy difficulty arose after adjustments to quorum arrangements.	Assurance-resilience weakness requiring action, but no significant unaddressed control failure has been shown to result.	Principle G; Action 5.
Hosted services, capacity and corporate performance	The Operations Team's note records key appointments and interim specialist support, and reports that hosted services were received in line with proposed SLAs pending formal agreement. Approved function-specific plans and reporting routes operated, but no overarching Corporate Plan or consolidated CJC-wide performance view existed.	Governance development. Formal service standards and corporate performance oversight need strengthening. The evidence does not establish a material service interruption or systemic delivery failure.	Principles C and E; Action 4.
Audit, policy and other control matters	Prior-year internal/external audit evidence provides context only. Relevant audit assurance, corporate policy development and other control matters have been considered as part of the review. No additional significant governance issue has been identified from the information provided. Outstanding policy-development matters are addressed through the Governance Improvement Plan	No significant failure is demonstrated by the evidence presently reviewed.	Principles A, F and G; Actions 2, 3 and 5.

Materiality assessment

On the information reviewed to date, no significant governance failure has been demonstrated during 2025/26. The CJC-wide corporate risk framework remained in development, and there was no overarching Corporate Plan or single consolidated view of performance across the CJC's functions. Approved programme plans and regular reporting nevertheless operated in individual areas, particularly the Growth Deal. Other matters requiring completion include the constitutional/procurement framework, democratic and ethical governance, hosted-services SLAs and organisational resilience, and GASC quoracy and assurance follow-up. The materiality assessment takes account of the functioning programme-level arrangements without treating them as proof that every corporate control was effective.

Overall materiality conclusion: no significant governance failure has been identified. The matters above are treated as governance-development or control-improvement issues and are carried into the Governance Improvement Plan.

8. Governance improvement action plan 2026/27

The Governance Improvement Plan contains the small number of specific, owned and measurable actions arising from the evidence and materiality assessment. It is intended to focus corporate attention on the governance arrangements that require completion, strengthening or further embedding during 2026/27.

Ref	Action	Lead	Target	Assurance / reporting	Status
1	Approve and embed a CJC corporate Risk Management Strategy and corporate risk register, with clear links to operational, programme and project risk and proportionate reporting/escalation.	Chief Finance Officer	31 December 2026	Senior officers; GASC; CJC	In progress
2	Complete the constitutional and decision-making framework review, including officer delegations, Contract Procedure Rules, updated contract templates, forward-work arrangements and strengthened controls for timely publication of member and officer decisions and meeting papers.	Monitoring Officer / Procurement / Democratic Services	31 January 2027	GASC / CJC	In progress

Ref	Action	Lead	Target	Assurance / reporting	Status
3	Complete and embed proportionate democratic and ethical governance arrangements. Work with the six constituent councils to facilitate the establishment and implementation of proportionate joint overview and scrutiny arrangements, including agreement of the necessary administrative and professional support; establishment and work planning of the Standards Sub-Committee, adoption of the employee Code of Conduct, completion of whistleblowing and counter-fraud policies, and continued maintenance of interests arrangements.	Monitoring Officer / Democratic Services	31 March 2027	Relevant committee(s); CJC	In progress
4	Conclude and embed the hosted-services SLA with clear ownership, service standards and escalation arrangements; continue a proportionate capacity/resilience review; and provide a concise CJC-wide summary of strategic outcomes, performance and material exceptions using existing programme reporting.	Chief Executive / Operations and Resources Manager	SLA by 31 October 2026; integrated reporting and resilience review by 31 March 2027	Senior officers; GASC/CJC	In progress

Ref	Action	Lead	Target	Assurance / reporting	Status
5	Strengthen Governance & Audit Sub-Committee resilience, including attendance/quorum planning and proportionate annual work planning, and implement integrated tracking of Internal Audit, Audit Wales and AGS actions with escalation of overdue/high-risk items.	Monitoring Officer / Chief Finance Officer	31 December 2026	GASC / CJC	In progress
The Monitoring Officer will keep the Governance Improvement Plan under review and may consolidate, amend or close actions where evidence demonstrates that the intended governance outcome has been achieved.					

9. Assurance conclusion and sign-off

Chief Executive's statement on governance

As Chief Executive, I recognise my responsibility for ensuring that the Corporate Joint Committee has appropriate management arrangements, organisational capacity and internal controls to support the delivery of its statutory and strategic functions.

During 2025/26, the CJC continued to develop its corporate governance arrangements following the transfer of Growth Deal responsibilities and the expansion of its operating model. Established programme-level controls and reporting arrangements continued to operate, while work progressed to strengthen corporate risk management, organisational capacity and the formalisation of hosted-service arrangements.

I acknowledge the governance improvements identified in this Statement, including the need to complete and embed the corporate risk management framework, strengthen democratic and assurance arrangements, and further develop corporate performance reporting.

I support the Governance Improvement Plan and will ensure that the necessary management arrangements are in place to oversee its delivery and report progress to the appropriate member bodies.

Alwen Williams, CEO, Ambition North Wales, 16th September 2026

Overall assurance conclusion

Having considered the evidence provided and sought for the purposes of this exercise, together with assurances provided by the Chief Executive and the Chief Finance Officer, the overall conclusion is that the CJC governance framework provided reasonable assurance that its functions were discharged lawfully, effectively and accountably during 2025/26. The review has not identified any significant governance failure that would materially undermine that conclusion.

The review has, however, identified a number of areas where governance arrangements require further development, formalisation or embedding, reflecting the CJC's evolving operating model and the transfer of additional responsibilities during the year. These include (to a greater or lesser degree) corporate risk management, constitutional and decision-making arrangements, ethical governance, hosted-service arrangements and the resilience of the CJC's audit and assurance arrangements.

The CJC recognises that, while these matters do not individually or collectively undermine the overall assurance conclusion, a structured Governance Improvement Plan is necessary to ensure that identified weaknesses are addressed, responsibilities are clearly assigned and improvements are delivered within agreed timescales. The Plan therefore forms an integral part of the CJC's commitment to strengthening its governance arrangements and ensuring that they remain proportionate and effective as the organisation develops.

Following CJC approval, delivery of the Governance Improvement Plan will be monitored through the Governance & Audit Sub-Committee, with material progress, delays and exceptions reported to the CJC at appropriate intervals.

Mark Watkins, Monitoring Officer, Ambition North Wales, 16th September 2026

Signatures

Chair of the North Wales CJC	Chief Executive
Signature: Cllr. Mark Pritchard, Corporate Joint Committee Chair Date:	Signature: Alwen Williams, Chief Executive Date:

NORTH WALES CORPORATE JOINT COMMITTEE

25 September 2026

TITLE: North Wales Corporate Joint Committee's Statement of Accounts for 2025/26 and relevant audit.

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. This report presents the North Wales Corporate Joint Committee's (CJC) final statutory statement of Accounts for the 2025/26 financial year, as well as the ISA 260 report by Audit Wales, detailing their main findings.
- 1.2. The North Wales Economic Ambition Board's role and functions were transferred to the CJC on 1st April 2025, which included staff, resources, financial liabilities and assets, including the Growth Deal and funding. These are therefore included within the CJC's Statement of Accounts from 2025/26.

2. DECISIONS SOUGHT

- 2.1. To consider and approve the ISA 260 report by Audit Wales for the CJC.
- 2.2. To consider and approve the CJC's final Statement of Accounts for 2025/26 (post-audit).

3. REASONS FOR THE DECISION

- 3.1. The final version (post-audit) of the Statement of Accounts for 2025/26 is presented here. The main amendments since the pre-audit version have been outlined in Appendix 2 of Audit Wales' ISA260.
- 3.2. The Accounts and Audit (Wales) Regulations 2014 require the person presiding at the meeting, together with the Statutory Finance Officer, to certify the Letter of Representation. This will be done electronically (Appendix 4 to Audit Wales' report) after the CJC has approved the above.
- 3.3. After receiving the Letter of Representation duly certified by the person presiding at the meeting and the Statutory Finance Officer, the Auditor General for Wales (Catherine Mealing-Jones) will issue the certificate on the accounts.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The final accounts presented here to the CJC on 25 September 2026 have been audited by Audit Wales.

- 4.2. A report on the Revenue and Capital out-turn position for 2025/26 was presented to the CJC on 19 June 2026. The report was more useful for internal / management purposes, while the Statement of Accounts is more suited for external / governance purposes.

5. LEGAL IMPLICATIONS

- 5.1. 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.
- 5.2. The Accounts and Audit (Wales) Regulations 2014 (as amended) 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 Statement of Accounts for 2025/26

Appendix 2 Audit Wales’ ISA 260 report

STATUTORY OFFICERS RESPONSE:

i. **Monitoring Officer:**

The preparation, audit and approval of the annual Statement of Accounts are important elements of the CJC’s statutory financial governance and accountability arrangements.

Members are requested to consider the findings of Audit Wales, including any matters requiring further action, and satisfy themselves that these have been appropriately addressed before approving the final Statement of Accounts.

Following approval, the necessary certification and publication arrangements should be completed in accordance with the applicable statutory requirements.

ii. **Statutory Finance Officer:**

Report author.



Uchelgais Gogledd Cymru
Ambition North Wales

Statement of Accounts 2025/26 –
North Wales Corporate Joint Committee

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NARRATIVE REPORT

INTRODUCTION

The North Wales Corporate Joint Committee (brand name Ambition North Wales), which is regarded as an independent legal entity, was formally constituted on 14 January 2022, which became fully operational on 30 June 2022 and this was a result of the Local Government and Elections (Wales) Act 2021 creating a framework to have a consistent mechanism for regional collaboration between local government.

The North Wales Corporate Joint Committee's (CJC) duties are strategic planning, regional transport and economic well-being. The CJC comprises six constituent councils: Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Cyngor Gwynedd, Isle of Anglesey County Council and Wrexham County Borough Council. Eryri National Park Authority is also a member of the CJC in relation to the exercise of strategic planning functions.

The CJC's accounts for the year 2025/26 are presented here on pages 9 to 44. The Statements of Accounts are prepared in accordance with CIPFA's *Code of Practice on Local Authority Accounting in the United Kingdom 2025/26*.

The Statement of Accounts consist of:

- **Expenditure and Funding Analysis** - Whilst this is not a statutory statement, it shows how annual expenditure is used and funded in accordance with generally accepted accounting practices.
- **Comprehensive Income and Expenditure Statement** - This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices.
- **Movement in Reserves Statement** - This statement shows the movement in year on the different reserves held by the Corporate Joint Committee, analysed into 'usable reserves' and 'unusable reserves'.
- **The Balance Sheet** - Sets out the financial position of the Corporate Joint Committee on 31 March 2026.
- **The Cash Flow Statement** - This statement summarises the flow of cash to and from the Corporate Joint Committee during 2025/26 for revenue and capital purposes.

These accounts have been prepared on a going concern basis and are supported by this Narrative Report, the Accounting Policies and various notes to the accounts.

North Wales Corporate Joint Committee

The North Wales Economic Ambition Board partnership was established in 2012 to develop a regional approach to economic growth and to address the challenges and barriers facing the North Wales economy. The partnership covered the six constituent councils of North Wales and also included Bangor University, Wrexham University, Coleg Cambria and Grŵp Llandrillo Menai.

On 1 April 2025, the Portfolio Management Office and the North Wales Growth Deal were transferred into the North Wales Corporate Joint Committee now known as Ambition North Wales. The Regional Skills Partnership also transferred to the CJC from Cyngor Gwynedd on the same date.

The key functions of the CJC are:

1. Strategic Planning – leading on developing a Strategic Development Plan for North Wales.
2. Regional Transport – developing a Regional Transport Plan for North Wales as a strategy to achieve accessible, sustainable, affordable and integrated transport system for the region.
3. Economic Well-being – enhancing the region's economy, with key initiatives including the North Wales Growth Deal and the Flintshire and Wrexham Investment Zone.

Ambition North Wales's vision

The vision is to build a more vibrant, sustainable and resilient economy for North Wales to:

- Focus on improving the region's economic, social and environmental well-being.
- See the region develop in a sustainable way, with opportunities for people to gain new skills for the future and develop rewarding careers, seeing businesses grow and communities prosper.
- Champion our language, culture and heritage, in line with the well-being goals for Wales.

Strategic Planning

The Strategic Development Plan (SDP) will provide a regional framework for planning across North Wales, recognising that communities, markets and infrastructure needs extend beyond individual local authority boundaries. It will support a cohesive long-term vision for sustainable economic growth, infrastructure, quality of life and balanced development, while aligning with Welsh Government statutory requirements and national priorities. The CJC has submitted its Delivery Agreement, including the statement of community involvement and timetable, and work to deliver the SDP over the next five years has now commenced.

Regional Transport

The North Wales Regional Transport Plan (RTP) sets out a vision for a safe, sustainable, affordable and integrated transport network that supports economic growth, improves connectivity and reduces reliance on private vehicles. Developed by Ambition North Wales with local authorities, Transport for Wales and Welsh Government, the plan will be delivered by Local Authorities through Regional Transport Fund schemes, with oversight from the CJC's Transport Sub-Committee. By prioritising public transport, active travel and innovative mobility solutions, the RTP aims to improve access to jobs and services, reduce environmental impact and create a more connected and resilient transport system for North Wales.

North Wales Growth Deal

The Growth Deal aims to bring over £1 billion of investment to north Wales in order to generate over 4,000 new jobs and an increase in Gross Value Added (GVA) of £2.4 billion. The UK and Welsh governments have committed to jointly investing £240 million capital over a 15-year period, with the remainder leveraged from private and public sources. The desired outcomes of this investment are to be delivered through the delivery of a portfolio of five separate programmes which:

- Build on our regional strengths in manufacturing and low carbon energy
- Target digital innovation and infrastructure to better connect the region
- Invest in key sites and premises for the developer market
- Enable innovation to boost productivity
- Support our key industries in tourism and agriculture to develop for the future

Flintshire and Wrexham Investment Zone

The investment zone is a collaborative project expected to attract £1 billion of private sector investment and create 6,000 new jobs during the next 10 years. It's backed by £160 million in funding from the Welsh Government and UK Government and will focus primarily on advanced manufacturing, with the Investment Zone targeting 5.5 million square feet of new capacity for the sector.

Regional Skills Partnership

The North Wales Skills Partnership operates within the structure of Ambition North Wales. This enables work strategically across sectors, ensuring that skills development is embedded in major investment programmes including the Growth Deal and the Investment Zone. It strengthens our ability to coordinate across local authorities, industry, and providers.

The North Wales Regional Skills Partnership's vision is for North Wales to be a region where people's skills and talents drive a thriving economy and strong communities. A skilled workforce enables local employers to grow and succeed, whilst attracting new businesses that recognise the value of the region's potential.

2025/26 Budget

The Corporate Joint Committee adopted its budget for 2025/26 at its meeting on 17 January 2025 and is available at: [Agenda for North Wales Corporate Joint Committee on Friday, 17th January, 2025, 1.30 pm](#)

The North Wales Growth Deal's budget for 2025/26 was approved by the North Wales Economic Ambition Board prior to its transfer on 14 February 2025:

[Agenda for North Wales Economic Ambition Board on Friday, 14th February, 2025, 9.30 am](#)

2025/26 Performance

The North Wales Corporate Joint Committee has robust performance reporting arrangements for each of its responsibilities, including:

- Quarterly performance reporting on the North Wales Growth Deal, with performance and risk reports presented to the Economic Well-being Sub-Committee and then submitted to UK and Welsh Government alongside Local Authority Scrutiny Committees.
- A North Wales Corporate Joint Committee Annual Report is presented to the CJC annually.
- Quarterly update on the Investment Zone to the Advisory Board and Economic Well-being Sub-Committee.
- Quarterly reporting on progress against the Strategic Development Plan to the Strategic Planning Sub-Committee.
- Bi-annual reporting on performance, outcomes and resource requirements to the Strategic Transport Sub-Committee

These reports are available at [Meetings, minutes and agendas - Cyngor Gwynedd](#)

2025/26 Financial Performance

- The Comprehensive Income and Expenditure Statement on page 10 shows that the Corporate Joint Committee's gross revenue expenditure on 'cost of services' level was £9,383k during 2025/26, with a net position of £49k.
- The financial out-turn position for 2025/26 was reported to the North Wales Corporate Joint Committee on 19 June 2026 and is available at: [Agenda for North Wales Corporate Joint Committee on Friday, 19th June, 2026, 1.30 pm](#)
- The Comprehensive Income and Expenditure Statement and the Movement in Reserves Statement on pages 10 and 11 detail the analysis in movements for the year.

TABLE 1 - Budget and Actual Comparison Summary (Net)

Table 1 provides a budgetary performance comparison at a summary level, which is detailed further in Table 2.

	Budget	Actual	Variance
	£'000	£'000	£'000
Expenditure on Operations	5,389	6,282	893
Financed by-			
Partners' Contributions	(818)	(818)	0
Levy	(902)	(902)	0
Grants, contributions and other income	(2,619)	(5,467)	(2,848)
Contribution from reserve	(1,050)	(705)	345
Net (Underspend)/Overspend	0	(1,610)	(1,610)

TABLE 2 –Transposition movement between ‘Budget and Actual Comparison Summary (Net)’ (Table 1) to the Income and Expenditure format

	Performance Report (Out-turn) £'000	Transposition Adjustment £'000	Net Position to be funded by / (transferred to) the General Fund £'000	Adjustments between Funding and Accounting Basis £'000	Income & Expenditure Statement £'000
Expenditure	6,282	(1,988)	4,294	5,089	9,383
Income	(7,892)	3,911	(3,981)	(5,353)	(9,334)
Net Cost of Services	(1,610)	1,923	313	(264)	49

Transposition Adjustment - Adjustments in the transposition column relate to the net contribution to and from reserves, the interest on balances received during the financial year, the levy from constituent authorities and the reduction to the Growth Deal Grant required in year.

Material Items of Income and Expenditure

Related Items include :-

- £2,225k in interest and similar income (Note 11)
- £902k in levies from constituent authorities (Note 12)
- £18,199k in grants and contributions (Note 24)
- £5,230k in Revenue Expenditure Funded from Capital under Statute (Note 20)

Other Issues

- Economic instability and financial risks continue in the UK and globally, especially considering the situation in the Middle East that has increased energy and fuel prices, and so is pushing up overall inflation. Whilst inflation levels are still higher than the 2% target at present, the Office for Budget Responsibility (OBR) in its ‘Economic and Fiscal Outlook’ report dated March 2026 predicts that inflation rates will go down and reach the target by 2027.
- Cost inflation is a risk for the North Wales Growth Deal's capital projects and the Corporate Joint Committee has allocated additional funding for the most mature projects and established a Cost Inflation Reserve in 2026/27 to reduce this risk.

Capital Projects in 2025/26

Capital expenditure for 2025/26 amounted to £5.2m and a loan of £8.9m was granted during the year. The £14.1m was financed by the North Wales Growth Deal grant.

TABLE 3 - SUMMARY OF CAPITAL PROJECTS AND FINANCING

	2025/26 £'000
Revenue Expenditure Funded from Capital Under Statute	5,230
Loan	8,865
	14,095
FINANCED BY -	
Grants and Contributions	14,095
	14,095

The £5,230k Revenue Expenditure Funded from Capital under Statute in the above table has been charged to the Income and Expenditure Statement in the year. The expenditure relates to:

- Enterprise Engineering & Optics Centre and Society 5.0 projects by Wrexham University;
- Digital Signal Processing Centre and the Centre of Environmental Biotechnology projects by Bangor University;
- Academi Croeso (Tourism Talent Network) project by Grŵp Llandrillo Menai;
- Parc Bryn Cegin project by Welsh Government and Ambition North Wales; and
- Clean Energy Fund, 4G+ (Connected Key Sites and Corridors), LPWAN (Connected Campuses) and Advanced Wireless (Connected Campuses) projects by Ambition North Wales.

The £8,865k loan is shown as a long-term debtor on the Balance Sheet. This relates to the Cydnerth project by Menter Môn.

Reserves

The Corporate Joint Committee has usable reserves of £12,073k. These are detailed in the Balance Sheet and the Movement in Reserves Statement.

Pension Fund

An assessment has been carried out by Gwynedd Pension Fund's Actuary, Hymans Robertson, of the Corporate Joint Committee's actuarial position. In order to comply with International Accounting Standard 19, the Corporate Joint Committee has shown a nil net liability as at 31 March 2026 on its Balance Sheet. Refer to Note 27 for further information.

The net pension liability is a position at one point in time. Market prices can move substantially up or down in the short-term and it is therefore not possible to quantify the long-term effect such movements in market prices will have on the Pension Fund. The accounts are based on the valuation held on 1 April 2025.

Risk and Governance

The Corporate Joint Committee is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

The Governance and Audit Sub-Committee was established during 2025/26. Key documents such as the Forward Work Programme and the Risk Management Strategy have been presented to the sub-committee and can be viewed at [Browse meetings - North Wales CJC Governance & Audit Sub-committee](#).

The North Wales Growth Deal risk register is presented quarterly to the Economic Well-being Sub-Committee. The quarter 4 risk register was presented on 15 May 2026: [Agenda for North Wales CJC Economic Well-being Sub-committee on Friday, 15th May, 2026, 9.30 am](#)

The Governance and Audit Sub-Committee reviews the movement in the CJC's strategic risks and the effectiveness of mitigation and escalation arrangements.

The Corporate Joint Committee has taken the risks identified into account in its financial plans, maintaining a prudent level of reserves.

Further information on governance is also included within the Annual Governance Statement.

Accounting Policies

The accounting policies adopted on behalf of the Corporate Joint Committee comply with all relevant recommended accounting practices and are fully explained in the Accounting Policies set out in Note 1 of the Accounts commencing on page 14.

Changes in Accounting Policies and to the Accounts

The Corporate Joint Committee's existing accounting policies have been amended to reflect only the changes required in accordance with proper accounting practices, following adjustments for the 2025/26 financial year to the Code of Practice on Local Authority Accounting in the United Kingdom.

Further Information

The Statement of Accounts is available on Cyngor Gwynedd's website (www.gwynedd.llyw.cymru) and on the CJC's website (www.ambitionnorth.wales).

Further information relating to the accounts is available from:

Sian Pugh
Assistant Head of Finance -
Sustainability and Developments
sianpugh@gwynedd.llyw.cymru

Finance Department
Cyngor Gwynedd
Council Offices
Caernarfon
Gwynedd
LL55 1SH

This is part of the Corporate Joint Committee's policy of providing full information relating to the Corporate Joint Committee's affairs. In addition, interested members of the public have a statutory right to inspect the accounts before the audit is completed. The availability of the accounts for inspection is advertised on the Corporate Joint Committee's website at the appropriate time.

NORTH WALES CORPORATE JOINT COMMITTEE

STATEMENT OF ACCOUNTS

STATEMENT OF RESPONSIBILITIES FOR THE STATEMENT OF ACCOUNTS

THE CORPORATE JOINT COMMITTEE'S RESPONSIBILITIES

The North Wales Corporate Joint Committee is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. The Statutory Finance Officer of Cyngor Gwynedd is the responsible financial officer of the Corporate Joint Committee. It is the Corporate Joint Committee's responsibility to manage its affairs to secure economic, efficient and effective use of its resources, to safeguard its assets, and to approve the Statement of Accounts.

Councillor Mark Pritchard
North Wales Corporate Joint Committee Chair

25 September 2026

THE STATUTORY FINANCE OFFICER'S RESPONSIBILITIES

The Corporate Joint Committee's Statutory Finance Officer is responsible for the preparation of the North Wales Corporate Joint Committee's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC *Code of Practice on Local Authority Accounting in the United Kingdom* ("the Code").

In preparing the statement of accounts, the Statutory Finance Officer has selected suitable accounting policies and then applied them consistently; has made judgements and estimates that were reasonable and prudent and complied with the Code.

The Statutory Finance Officer has also kept proper accounting records which were up to date, and has taken reasonable steps for the prevention and detection of fraud and other irregularities.

RESPONSIBLE FINANCIAL OFFICER'S CERTIFICATE

I certify that the Statement of Accounts has been prepared in accordance with the arrangements set out above, and presents a true and fair view of the financial position of the North Wales Corporate Joint Committee at 31 March 2026 and the Corporate Joint Committee's income and expenditure for the year then ended.



Dewi Aeron Morgan CPFA
Statutory Finance Officer, North Wales Corporate Joint Committee

17 September 2026

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EXPENDITURE AND FUNDING ANALYSIS

The Expenditure and Funding Analysis shows how annual expenditure is used and funded from resources in accordance with generally accepted accounting practices. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

2024/25				2025/26		
Net Expenditure Chargeable to the General Fund £'000	Adjustments between the Funding and Accounting Basis (Note 9) £'000	Net Expenditure in the Comprehensive Income and Expenditure Statement £'000		Net Expenditure Chargeable to the General Fund £'000	Adjustments between the Funding and Accounting Basis (Note 9) £'000	Net Expenditure in the Comprehensive Income and Expenditure Statement £'000
325	0	325	Corporate Joint Committee	415	(7)	408
34	0	34	Strategic Planning	(6)	(1)	(7)
160	0	160	Regional Transport	65	(1)	64
0	0	0	Growth Deal	(54)	(241)	(295)
83	0	83	Investment Zone	(12)	(1)	(13)
0	0	0	Regional Skills Partnership	(95)	(13)	(108)
602	0	602	Cost of Services	313	(264)	49
(57)	0	(57)	Financing and Investment Income and Expenditure	(2,347)	412	(1,935)
(765)	0	(765)	Taxation and Non-Specific Grant Income	(902)	(8,865)	(9,767)
(220)	(0)	(220)	(Surplus)/ Deficit on Provision of Services	(2,936)	(8,717)	(11,653)
(893)			Opening Balance	(1,113)		
0			Transfer Adjustment	(8,024)		
(893)			Restated Opening Balance	(9,137)		
(220)			(Surplus)/ Deficit in Year	(2,936)		
(1,113)			Closing Balance	(12,073)		

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

This statement shows the accounting cost in the year of providing the Corporate Joint Committee service in accordance with generally accepted accounting practices.

2024/25			Note	2025/26		
Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure
£'000	£'000	£'000		£'000	£'000	£'000
325	0	325	Corporate Joint Committee	608	(200)	408
34	0	34	Strategic Planning	193	(200)	(7)
341	(181)	160	Regional Transport	264	(200)	64
0	0	0	Growth Deal	7,599	(7,894)	(295)
83	0	83	Investment Zone	442	(455)	(13)
0	0	0	Regional Skills Partnership	277	(385)	(108)
783	(181)	602	Cost of Services	9,383	(9,334)	49
0	(57)	(57)	Financing and Investment Income and Expenditure	295	(2,230)	(1,935)
0	(765)	(765)	Taxation and Non-Specific Grant Income	0	(9,767)	(9,767)
783	(1,003)	(220)	(Surplus) / Deficit on Provision of Services	9,678	(21,331)	(11,653)
		0	Remeasurement of the net pension defined benefit liability/(asset)			150
		0	Other Comprehensive Income and Expenditure			150
		(220)	Total Comprehensive Income and Expenditure			(11,503)

MOVEMENT IN RESERVES STATEMENT

The Movement in Reserves Statement shows the movement from the start of the year to the end on the different reserves held by the Corporate Joint Committee, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure) and other 'unusable reserves'. The Statement shows how the movements in year of the Corporate Joint Committee's reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the statutory adjustments required to return to the amounts chargeable to council tax (via the Partner' contributions and levy). The Net Increase/Decrease line shows the statutory General Fund Balance movements in the year following those adjustments.

Note	Movement in Reserves Statement				
	General Reserve	Earmarked Reserves	Total Usable Reserves	Unusable Reserves	Total CJC's Reserves
	£'000	£'000	£'000	£'000	£'000
Balance 31 March 2024 carried forward	0	(893)	(893)	0	(893)
<u>Movement in reserves during 2024/25</u>					
Total Comprehensive Income and Expenditure	(220)	0	(220)	0	(220)
Adjustments between accounting basis and funding basis under regulations	0	0	0	0	0
Net (Increase)/Decrease before Transfers to Earmarked Reserves	(220)	0	(220)	0	(220)
Transfers to / from Earmarked Reserves	220	(220)	0	0	0
(Increase)/Decrease in 2024/25	0	(220)	(220)	0	(220)
Balance 31 March 2025 carried forward	0	(1,113)	(1,113)	0	(1,113)
Transfer Adjustment	0	(8,024)	(8,024)	42	(7,982)
Balance 1 April 2025 carried forward	0	(9,137)	(9,137)	42	(9,095)
<u>Movement in reserves during 2025/26</u>					
Total Comprehensive Income and Expenditure	(11,653)	0	(11,653)	150	(11,503)
Adjustments between accounting basis and funding basis under regulations	8,717	0	8,717	(8,717)	0
Net (Increase)/Decrease before Transfers to Earmarked Reserves	(2,936)	0	(2,936)	(8,567)	(11,503)
Transfers to / from Earmarked Reserves	1,869	(1,869)	0	0	0
(Increase)/Decrease in 2025/26	(1,067)	(1,869)	(2,936)	0	(2,936)
Balance 31 March 2026 carried forward	(1,067)	(11,006)	(12,073)	(8,525)	(20,598)

BALANCE SHEET

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Corporate Joint Committee. The net assets of the Corporate Joint Committee (assets less liabilities) are matched by the reserves held by the Corporate Joint Committee. Reserves are reported in two categories. The first category of reserves is usable reserves, i.e. those reserves that the Corporate Joint Committee may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. The second category of reserves is those that the Corporate Joint Committee is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

31 March 2025 £'000		Note	31 March 2026 £'000
0	Long-term Debtors	13	8,877
0	Long-term Assets		8,877
0	Short-term Investments	13	34,089
86	Short-term Debtors	14	23,538
1,426	Cash and Cash Equivalents	15	22,262
1,512	Current Assets		79,889
(399)	Short-term Creditors	16	(5,525)
0	Capital and Revenue Grants Receipts in Advance	24b	(62,643)
(399)	Current Liabilities		(68,168)
0	Pension Liability	27	0
0	Long-term Liabilities		0
1,113	Net Assets		20,598
(1,113)	Usable Reserves		(12,073)
0	Unusable Reserves	17	(8,525)
(1,113)	Total Reserves		(20,598)

CASH FLOW STATEMENT

The Cash Flow Statement shows the changes in cash and cash equivalents of the Corporate Joint Committee during the reporting period. The statement shows how the Corporate Joint Committee generates and uses cash and cash equivalents by classifying cash flows as operating and investing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Corporate Joint Committee are funded by way of grant income or from the recipients of services provided by the Corporate Joint Committee. Investing Activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Corporate Joint Committee's future service delivery.

2024/25	Note	2025/26
£'000		£'000
(220) Net (Surplus) / Deficit on the Provision of Services		(11,653)
(354) Adjustments to net surplus or deficit on the provision of services for non-cash movements	18a	10,793
0 Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities		0
(574) Net cash flows from Operating Activities		(860)
0 Investing Activities	19	34,000
0 Financing Activities		0
(574) Net (Increase)/Decrease in cash and cash equivalents		33,140
(852) Cash and cash equivalents at the beginning of the reporting period	15	(1,426)
0 Transfer Adjustment		(53,976)
(852) Restated cash and cash equivalents at the beginning of the reporting period		(55,402)
(1,426) Cash and cash equivalents at the end of the reporting period	15	(22,262)

NOTES TO THE ACCOUNTS

NOTE I – ACCOUNTING POLICIES

I.1 General Principles

The Statement of Accounts summarises the Corporate Joint Committee's transactions for the 2025/26 financial year and its position at the year-end of 31 March 2026. The Corporate Joint Committee is required to prepare an annual Statement of Accounts by the Accounts and Audit (Wales) Regulations 2014 (as amended), in accordance with proper accounting practices. These practices primarily comprise the *Code of Practice on Local Authority Accounting in the United Kingdom 2025/26*, supported by International Financial Reporting Standards (IFRS).

The accounting convention adopted in the Statement of Accounts is historical cost. The accounts have been prepared on a going concern basis.

On 1 April 2025, the North Wales Growth Deal, its funding and the Portfolio Management Office transferred from the North Wales Economic Ambition Board to the North Wales Corporate Joint Committee (CJC). The Regional Skills Partnership also transferred from Cyngor Gwynedd to the CJC on the same date. The assets, liabilities and reserves were transferred at their carrying amounts and the principles of absorption accounting have been applied. The comparative figures for 2024/25 therefore only include the CJC prior to the transfer of the Growth Deal and the Regional Skills Partnership.

The nature of the Corporate Joint Committee's transactions is limited and only the relevant policies can be seen below.

I.2 Accruals of Expenditure and Income

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received.

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognised when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments is accounted for as income on the basis of the effective interest rate for the relevant financial instruments rather than the cash flows fixed or determined by the contract.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

I.3 Cash and Cash Equivalents

Where the Corporate Joint Committee has short-term investments readily convertible into known amounts of cash and subject to insignificant risk of changes in value, these are classified as cash equivalents and included in Cash and Cash Equivalents on the Balance Sheet. The investments included in this definition are short-term deposits with financial institutions which are immediately available at the Balance Sheet date.

I.4 Employee Benefits

I.4.1 Benefits Payable during Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave for current employees and are recognised as an expense for services in the year in which the employee renders service to the Corporate Joint Committee. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu) earned by employees but not taken before the year-end that employees can carry forward into the next financial year. The accrual is charged to the Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement to the accumulated absences account so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

NOTE 1 – ACCOUNTING POLICIES (continued)

1.4.2 Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Corporate Joint Committee to terminate an officer's employment before the normal retirement date or an officer's decision to accept redundancy voluntarily and are charged on an accruals basis to the service in the Comprehensive Income and Expenditure Statement at the earlier of when the Corporate Joint Committee can no longer withdraw the offer of those benefits or when the Corporate Joint Committee recognises costs for a restructuring.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Corporate Joint Committee to the Pension Fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the Pension Fund and pensioners and any such amounts payable but unpaid at the year-end.

1.4.3 Post-employment Benefits

Employees of the Corporate Joint Committee are members of one pension scheme:

- The Local Government Pensions Scheme, administered by the Gwynedd Pension Fund at Cyngor Gwynedd.

The scheme provides defined benefits to members (retirement lump sums and pensions), earned as employees when they worked for the Corporate Joint Committee.

1.4.4 The Local Government Pension Scheme

All staff, subject to certain qualifying criteria, are entitled to become members of the Local Government Pension Scheme. The pension costs charged to the Corporate Joint Committee's accounts is determined by the fund administrators and represent a fixed proportion of employees' contributions to this funded pension scheme.

The Local Government Scheme is accounted for as a defined benefit scheme.

The liabilities of the Gwynedd Pension Fund attributable to the Corporate Joint Committee are included in the Balance Sheet on an actuarial basis using the projected unit method - i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions such as mortality rates, employee turnover rates, etc., and projections of earnings for current employees.

Liabilities are discounted to their value at current prices, using a discount rate of 6.35% calculated as a weighted average of 'spot yields' on AA rated corporate bonds.

The assets of the Gwynedd Pension Fund attributable to the Corporate Joint Committee are included in the Balance Sheet at their fair value as determined by the Fund's Actuary.

When the calculation results in a net asset for the Corporate Joint Committee, the net asset must be recognised at the lower of that net asset and the asset ceiling, which is calculated as the net present value of future service costs less net present value of future contributions over the future working lifetime. Where the asset ceiling is the lower, an adjustment will be required which is included as a remeasurement.

The change in the net pensions liability is analysed into the following components:

Service cost comprising:

- Current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the service for which the employees worked.
- Past service cost – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement.

NOTE I – ACCOUNTING POLICIES (continued)

- Net interest on the net defined benefit liability/(asset), i.e. the net interest expense for the Corporate Joint Committee – the change during the period in the net defined benefit liability/(asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability/(asset) at the beginning of the period – taking into account any changes in the net defined benefit liability/(asset) during the period as a result of contributions and benefit payments.

Remeasurements comprising:

- The return on plan assets – excluding amounts included in net interest on the net defined benefit liability/(asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.
- Actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.
- Asset ceiling adjustment – reduces to the calculated asset ceiling if this is lower than the asset position.
- Contributions paid to the Gwynedd Pension Fund – cash paid as employer's contributions to the Pension Fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund balance to be charged with the amount payable by the Corporate Joint Committee to the Pension Fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the Pension Fund and pensioners and any such amounts payable but unpaid at the year-end. The balance that arises on the Pensions Reserve thereby measures the impact to the Corporate Joint Committee of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

International Accounting Standard (IAS) 19 governs how the long-term liabilities which exist in relation to pension costs should be reported. Local Councils (including Corporate Joint Committees) in Wales and England are required to produce their financial statements in accordance with IAS 19.

1.4.5 Discretionary Benefits

The Corporate Joint Committee also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

1.5 Events after the Reporting Period

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period – the Statement of Accounts is adjusted to reflect such events; and
- those that are indicative of conditions that arose after the reporting period – the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

1.6 Prior Period Adjustments, Changes in Accounting Policies, Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

NOTE I – ACCOUNTING POLICIES (continued)

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Corporate Joint Committee's financial position or financial performance. Where a change is made, it is applied retrospectively (unless not material or stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

I.7 Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Corporate Joint Committee becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost.

The Corporate Joint Committee currently has no borrowings.

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cash flow characteristics. The Corporate Joint Committee holds financial assets measured at:

- amortised cost, and
- fair value through profit or loss (FVPL)

The Corporate Joint Committee's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (i.e. where the cash flows do not take the form of a basic debt instrument).

Financial Assets Measured at Amortised Cost

Financial assets measured at amortised cost are recognised on the Balance Sheet when the Corporate Joint Committee becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the financial assets held by the Corporate Joint Committee, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement.

Any gains and losses that arise on the derecognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the CIES.

Expected Credit Loss Model

The Corporate Joint Committee recognises expected credit losses on all of its financial assets held at amortised costs, either on a 12 month or lifetime basis. Only lifetime losses are recognised for trade receivables held by the Corporate Joint Committee. Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations.

Financial Assets Measured at Fair Value through Profit and Loss

Financial assets that are measured at FVPL are recognised on the Balance Sheet when the Corporate Joint Committee becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Fair value gains and losses are recognised as they arise in the Surplus or Deficit on the Provision of Services.

NOTE 1 – ACCOUNTING POLICIES (continued)

Fair Value Measurements of Financial Assets

Fair value of an asset is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date. The fair value measurements of the Corporate Joint Committee's financial assets are based on the following techniques:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis

The inputs to the measurement techniques are categorised in accordance with the following three levels:

- Level 1 inputs – quoted prices (unadjusted) in active markets for identical assets that the Corporate Joint Committee can access at the measurement date.
- Level 2 inputs – inputs other than quoted prices included within Level 1 that are observable for the asset, either directly or indirectly.
- Level 3 inputs – unobservable inputs for the asset.

Any gains and losses that arise on the derecognition of the asset are credited or debited to the financing and investment income and expenditure line in the Comprehensive Income and Expenditure Statement.

1.8 Government Grants and Other Contributions

Grants and contributions relating to capital and revenue expenditure are accounted for on an accruals basis, and recognised immediately in the relevant service line in the Comprehensive Income and Expenditure Statement as income, except to the extent that the grant or contribution has a condition that the Corporate Joint Committee has not satisfied.

Grants and contributions funding capital expenditure that have been credited to the Comprehensive Income and Expenditure Statement are not proper income charges due to the capital control regime requirements to finance capital expenditure as part of the Capital Financing Requirement. Therefore, the Corporate Joint Committee accounts for these amounts as follows:

- Where a capital grant or contribution has been received, and conditions remain outstanding at the Balance Sheet date, the grant is recognised as a Capital Grant Receipt in Advance on the Balance Sheet. Once the condition has been met, the grant or contribution is transferred to the Comprehensive Income and Expenditure Statement.
- Where a capital grant or contribution has been recognised as income in the Comprehensive Income and Expenditure Statement, and the expenditure to be financed from that grant or contribution has been incurred at the Balance Sheet date, the grant or contribution is transferred from the General Fund to the Capital Adjustment Account, reflecting the application of capital resources to finance expenditure. This transfer is reported in the Movement in Reserves Statement.

1.9 Overheads and Support Services

Charges for services provided by the Central Support Departments within Cyngor Gwynedd are derived from a combination of pre-determined fixed charges and actual recorded staff time.

1.10 Reserves

Specific reserves are created to set aside amounts for future spending schemes. This is done through transfers out of the General Fund Balance in the Movement in Reserves Statement. Certain reserves, namely "unusable reserves", are kept for the technical purpose of managing the accounting processes for non-current assets and employee benefits. These do not represent the usable resources of the Corporate Joint Committee.

1.11 Revenue Expenditure Funded from Capital Under Statute

Legislation allows some expenditure to be classified as capital for funding purposes when it does not result in the expenditure being carried on the Balance Sheet as an asset. The purpose of this is to enable it to be funded from capital resources rather than be charged to the General Fund. This type of expenditure is valued at historical cost and written down over a year.

1.12 Value Added Tax

Only in a situation when VAT is irrecoverable will VAT be included or charged as 'irrecoverable VAT' in capital and revenue expenditure. Since the Corporate Joint Committee has not registered for VAT, the VAT is recovered through VAT126.

NOTE 1 – ACCOUNTING POLICIES (continued)

1.13 Debtors and Creditors

The Corporate Joint Committee's Accounts are maintained on an accruals basis in accordance with the Code of Accounting Practice. The accounts reflect actual expenditure and income relating to the year in question irrespective of whether the payments or receipts have actually been paid or received in the year.

1.14 Long-Term Contracts

Long-term contracts are accounted for on the basis of charging the Surplus or Deficit on the Provision of Services with the consideration allocated to the performance obligations satisfied based on the goods or services transferred to the service recipient during the financial year.

1.15 Joint Operations

Joint operations are arrangements where the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities relating to the arrangements. The activities undertaken by the Corporate Joint Committee in conjunction with other joint operators involve the use of the assets and resources of those joint operators. In relation to its interest in a joint operation, the Corporate Joint Committee as a joint operator recognises its share of assets, liabilities, revenue and expenses.

NOTE 2 – NORTH WALES GROWTH DEAL AND REGIONAL SKILLS PARTNERSHIP TRANSFER

The Corporate Joint Committee is required for the first time in 2025/26 to prepare a Statement of Accounts by the Accounts and Audit (Wales) Regulations 2014 (as amended) due to the transfer of the North Wales Growth Deal on 1 April 2025. The Corporate Joint Committee's Annual Return for 2024/25 has therefore been converted to the appropriate format for the Statement of Accounts.

The balances of the North Wales Growth Deal (including the Portfolio Management Office) and the Regional Skills Partnership at 31 March 2025 are shown below and these were the basis used for the transfer to the North Wales Corporate Joint Committee:

	Growth Deal	Regional Skills Partnership	Total
	£'000	£'000	£'000
Long-term Debtors	2	0	2
Long-term Assets	2	0	2
Short-term Debtors	133	0	133
Cash and Cash Equivalents	53,716	260	53,976
Current Assets	53,849	260	54,109
Short-term Creditors	(4,540)	(9)	(4,549)
Capital and Revenue Grants Receipts in Advance	(30,787)	0	(30,787)
Current Liabilities	(35,327)	(9)	(35,336)
Capital and Revenue Grants Receipts in Advance	(10,793)	0	(10,793)
Pension Liability	0	0	0
Long-term Liabilities	(10,793)	0	(10,793)
Net Assets	7,731	251	7,982
Usable Reserves	(7,773)	(251)	(8,024)
Unusable Reserves	42	0	42
Total Reserves	(7,731)	(251)	(7,982)

NOTE 2 – NORTH WALES GROWTH DEAL AND REGIONAL SKILLS PARTNERSHIP TRANSFER (continued)

The relevant balances are shown as a 'Transfer Adjustment' in statements and notes that show the movement in balances in order to provide the new opening position of the North Wales Corporate Joint Committee as at 1 April 2025.

NOTE 3 - PRIOR PERIOD ADJUSTMENTS

There is no prior period adjustment applicable to the 2025/26 accounts.

NOTE 4 - ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED

The CIPFA Code of Practice on Local Authority Accounting in the United Kingdom requires the expected impact of any accounting standards that have been issued but not yet adopted to be disclosed. This applies to the following new or amended standards within the 2026/27 Code:

- Amendments to FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (Amendments to Heritage assets) issued in March 2024.
- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7) issued in May 2024.
- Annual improvements to IFRS accounting standards – Volume II issued in July 2024.
- Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7) issued in December 2024.

The Code requires implementation from 1 April 2026 and therefore there is no impact on the 2025/26 Statement of Accounts. It is not anticipated that the other items above will have a significant impact on the information provided in the 2026/27 financial statements.

NOTE 5 – CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

In applying the accounting policies set out in Note 1, the Corporate Joint Committee has had to make judgements, estimates and assumptions relating to complex transactions, those involving uncertainty about future events and also the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The judgements, estimates and associated assumptions applied are based on current proper practices, historical experience and other factors that include historical and current assumptions and projections, and actual future projections, professional assessment, current trends, and local factors that are considered to be relevant.

All available and related information is sourced and applied in assessing and determining the position, which is particularly critical when considering such matters as actuarial valuation of pension fund assets and liabilities, earmarked reserves, long term loans and revenue expenditure funded from capital under statute. However, because these issues cannot be determined with certainty, actual results may subsequently differ from those estimates. The estimates and underlying assumptions are continually reviewed.

NOTE 6 – ASSUMPTIONS MADE ABOUT FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

The Statement of Accounts contains estimated figures that are based on assumptions made by the Corporate Joint Committee about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because certain balances cannot be determined with certainty, actual results could be different from the assumptions and estimates.

The following item in the Corporate Joint Committee's Balance Sheet at 31 March 2026 may be considered to be a significant risk (in terms of certainty in estimation of value), with the possibility of material adjustment in the forthcoming financial year:

Item	Uncertainties	Effect if actual results differ from assumptions
Pensions liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Corporate Joint Committee with expert advice about the assumptions to be applied.	The effects on the net pension liability of changes in individual assumptions are set out in Note 27.

NOTE 7 – MATERIAL ITEMS OF INCOME AND EXPENSE

Related items include:-

- £2,225k in interest and similar income (Note 11)
- £902k in levies from Constituent Authorities (Note 12)
- £18,199k in grants and contributions (Note 24)
- £5,230k in Revenue Expenditure Funded from Capital under Statute (Note 20)

NOTE 8 – NOTE TO THE EXPENDITURE AND FUNDING ANALYSIS

2025/26	ADJUSTMENTS BETWEEN FUNDING AND ACCOUNTING BASIS			
	Adjustments for Capital Purposes (i) £'000	Net change for the Pensions Adjustments (ii) £'000	Other Differences (iii) £'000	Total Adjustments £'000
Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts				
Corporate Joint Committee	0	(15)	8	(7)
Strategic Planning	0	(1)	0	(1)
Regional Transport	0	(1)	0	(1)
Growth Deal	(123)	(108)	(10)	(241)
Investment Zone	0	(4)	3	(1)
Regional Skills Partnership	0	(16)	3	(13)
Cost of Services	(123)	(145)	4	(264)
Financing and Investment Income and Expenditure	417	(5)	0	412
Taxation and Non-Specific Grant Income	(8,865)	0	0	(8,865)
(Surplus) / Deficit on Provision of Services	(8,571)	(150)	4	(8,717)

There were no adjustments between funding and accounting basis in 2024/25.

(i) Adjustments for Capital Purposes

- For **Services**, this column adds in revenue expenditure funded from capital under statute.
- For **Financing and Investment Income and Expenditure**, the statutory charges for capital financing and other revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices. This line also recognises adjustments to the General Fund for the loss allowance of a capital loan.

(ii) Net Change for the Pensions Adjustments

Net change for the removal of pension contributions and the addition of IAS 19 *Employee Benefits* for pension-related expenditure and income:

- For **Services**, this represents the removal of the employer pension contributions made by the Corporate Joint Committee as allowed by statute and the replacement with current service costs and past service costs.
- For **Financing and Investment Income and Expenditure**, the net interest on the defined benefit liability is charged to the Comprehensive Income and Expenditure Statement.

(iii) Other Differences

Other differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute:

- For **Services**, this represents an adjustment for accumulated absences earned but not taken during the year.

NOTE 9 – ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Corporate Joint Committee in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Corporate Joint Committee to meet future expenditure.

2025/26		
ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS		
	Usable Reserve General Fund Balance	Movement in Unusable Reserves
	£'000	£'000
Adjustments involving the Capital Adjustment Account		
Capital grants and contributions applied	14,218	(14,218)
Revenue expenditure funded from capital under statute	(5,230)	5,230
Capital expenditure financed from revenue balances	(123)	123
Loss allowances on capital loans	(294)	294
Adjustments primarily involving the Pensions Reserve		
Reversal of items relating to retirement benefits debited/credited to the Comprehensive Income and Expenditure Statement (Note 27)	(128)	128
Employer's pensions contributions and direct payments to pensioners payable in the year	278	(278)
Adjustment primarily involving the Accumulated Absences Account		
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(4)	4
Total Adjustments	8,717	(8,717)

There were no adjustments between funding and accounting basis in 2024/25.

NOTE 10 – TRANSFERS TO/FROM EARMARKED RESERVES

The note below sets out the amounts set aside from the General Fund in earmarked reserves to provide financing for future expenditure plans, with a net increase during the financial year of £1,869k.

Note	2025/26	Balance	Transfer	Balance	Transfers		Balance
		31	Adjustment	1	between	in	31
		March		April	reserves		March
		2025		2025			2026
		£'000	£'000	£'000	£'000	£'000	£'000
10.1	CJC	(1,113)	0	(1,113)	0	(21)	565
10.2	Growth Deal - Earmarked Reserve	0	(211)	(211)	0	0	0
10.3	Growth Deal - Projects Reserve	0	(29)	(29)	0	(123)	0
10.4	Growth Deal - Interest Reserve	0	(4,733)	(4,733)	0	(331)	0
10.5	Growth Deal - Resources Reserve	0	(2,800)	(2,800)	0	(1,636)	79
10.6	Growth Deal - Interest Holding Reserve	0	0	0	0	(307)	0
10.7	Regional Skills Partnership	0	(251)	(251)	0	(95)	0
	Total	(1,113)	(8,024)	(9,137)	0	(2,513)	644

- 10.1 CJC - to support future years' budgets for the Corporate Joint Committee, Regional Transport and Strategic Planning functions.
- 10.2 Growth Deal - Earmarked Reserve - to support future years' budgets and staffing structure of the Portfolio Management Office.
- 10.3 Growth Deal - Projects Reserve - to fund expenditure that supports the delivery of Regional Economic Framework priorities.
- 10.4 Growth Deal - Interest Reserve - to fund the cost of borrowing in future years.
- 10.5 Growth Deal - Resources Reserve - to fund government requirements, project development costs and retain the Portfolio Management Office's capacity.
- 10.6 Growth Deal - Interest Holding Reserve - to hold interest accrued on loans that are payable in the long term.
- 10.7 Regional Skills Partnership - to support budgets and commitments in the skills field in subsequent years.

NOTE 11 – FINANCING AND INVESTMENT INCOME AND EXPENDITURE

2024/25	2025/26
£'000	£'000
0 Net interest on the net pension defined benefit liability/(asset)	(5)
(57) Interest receivable and similar income	(2,225)
0 Loss allowances on financial instruments	295
(57) Total	(1,935)

NOTE 12 – TAXATION AND NON-SPECIFIC GRANT INCOME

2024/25		2025/26
£'000		£'000
(124)	Conwy County Borough Council	(147)
(121)	Cyngor Gwynedd	(145)
(107)	Denbighshire County Council	(127)
(173)	Flintshire County Council	(203)
(77)	Isle of Anglesey County Council	(90)
(150)	Wrexham County Borough Council	(177)
(13)	Eryri National Park Authority	(13)
(765)	Levies from Constituent Authorities	(902)
0	Capital Grants and Contributions (Note 24)	(8,865)
(765)	Taxation and Non-Specific Grant Income	(9,767)

NOTE 13a – FINANCIAL INSTRUMENTS

(i) Financial Instruments - Classifications

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Non-exchange transactions, such as those relating to taxes and government grants, do not give rise to financial instruments.

Financial Liabilities

A financial liability is an obligation to transfer economic benefits controlled by the Corporate Joint Committee and can be represented by a contractual obligation to deliver cash or financial assets or an obligation to exchange financial assets and liabilities with another entity that is potentially unfavourable to the Corporate Joint Committee.

The Corporate Joint Committee's financial liabilities held during the year are measured at amortised cost and comprised:

- trade payables for goods and services received

Financial Assets

A financial asset is a right to future economic benefits controlled by the Corporate Joint Committee that is represented by cash, equity instruments or a contractual right to receive cash or another financial asset or a right to exchange financial assets and liabilities with another entity that is favourable to the Corporate Joint Committee. The financial assets held by the Corporate Joint Committee during the year are accounted for under the following two classifications:

Amortised cost (where cash flows are solely payments of principal and interest and the Corporate Joint Committee's business model is to collect those cash flows) comprising:

- bank accounts
- fixed term deposits with UK Government
- loans to other local authorities
- loans to small companies
- trade receivables for goods and services delivered

Fair value through profit and loss (all other financial assets) comprising:

- money market funds

Financial assets held at amortised cost are shown net of a loss allowance reflecting the statistical likelihood that the borrower or debtor will be unable to meet their contractual commitments to the Corporate Joint Committee.

NOTE 13a – FINANCIAL INSTRUMENTS (continued)

(ii) Financial Instruments - Balances

The financial liabilities disclosed in the Balance Sheet are analysed across the following categories:

Financial Liabilities	Long-Term		Short-Term	
	31 March 2025	31 March 2026	31 March 2025	31 March 2026
	£'000	£'000	£'000	£'000
<i>Liabilities at amortised cost:</i>				
Loan advanced	0	0	0	1,923
Trade payables	0	0	305	805
Included in Creditors *	0	0	305	2,728
Total Financial Liabilities	0	0	305	2,728

* The short-term creditors line on the Balance Sheet includes £2,797,000 (2024/25: £94,000) creditors (Note 16) that do not meet the definition of a financial liability. The £1,923,000 loan advanced relates to a drawdown of a loan to Menter Môn as part of the Cydnerth Growth Deal project. The drawdown was approved but had not yet been paid as at 31 March 2026.

The financial assets disclosed in the Balance Sheet are analysed across the following categories:

Financial Assets	Long-Term		Short-Term	
	31 March 2025	31 March 2026	31 March 2025	31 March 2026
	£'000	£'000	£'000	£'000
<i>At amortised cost:</i>				
Principal	0	0	0	34,000
Accrued interest	0	0	0	89
Loss allowance	0	0	0	0
Total Investments	0	0	0	34,089
<i>At amortised cost:</i>				
Principal	0	0	1,421	2,260
Accrued interest	0	0	5	3
Loss allowance	0	0	0	(1)
<i>At fair value through profit and loss:</i>				
Fair value	0	0	0	20,000
Total Cash and Cash Equivalents	0	0	1,426	22,262
<i>At amortised cost:</i>				
Principal	0	8,865	0	0
Accrued interest	0	306	0	0
Loss allowance	0	(294)	0	0
Trade receivables	0	0	0	37
Included in Debtors *	0	8,877	0	37
Total Financial Assets	0	8,877	0	56,388

* The short-term debtors line on the Balance Sheet includes £23,501,000 (2024/25: £0) debtors (Note 14) that do not meet the definition of a financial asset. The £8,877,000 long-term debtors balance relates to a loan provided to Menter Môn as part of the Cydnerth Growth Deal project.

NOTE 13a – FINANCIAL INSTRUMENTS (continued)

(iii) Financial Instruments - Gains and Losses

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments consist of the following:

	Financial Assets			
	Amortised Cost	Fair Value through Profit & Loss	2025/26	2024/25
	£'000	£'000	Total £'000	Total £'000
Interest income	(1,657)	0	(1,657)	(57)
Dividend income	0	(568)	(568)	0
Interest and investment income	(1,657)	(568)	(2,225)	(57)
Loss allowance	295	0	295	0
Adjustments to provisions and the fair value of financial instruments	295	0	295	0
Net impact on surplus/ deficit on provision of services	(1,362)	(568)	(1,930)	(57)
Net (gain)/loss for the year	(1,362)	(568)	(1,930)	(57)

(iv) Financial Instruments - Fair Values

The fair value of a financial instrument is the price that would be received when selling an asset, or the price that would be paid when transferring a liability, to another market participant in an arm's-length transaction.

Financial instruments, except those classified at amortised cost, are carried in the Balance Sheet at fair value. For most assets, including shares in money market funds, the fair value is taken from the market price.

Financial instruments classified at amortised cost are carried in the Balance Sheet at amortised cost. Their fair values have been estimated by calculating the net present value of the remaining contractual cash flows at 31 March 2026, using the following methods and assumptions:

- The fair values of long-term loans and investments have been discounted at the market rates for similar instruments with similar remaining terms to maturity on 31 March.
- No early repayment or impairment is recognised for any financial instrument.
- The fair value of short-term instruments, including trade payables and receivables, is assumed to approximate to the carrying amount given the low interest rate environment.

Fair values are shown in the table below, split by their level in the fair value hierarchy:

- Level 1 – fair value is only derived from quoted prices in active markets for identical assets or liabilities, e.g. bond prices
- Level 2 – fair value is calculated from inputs that are observable for the asset or liability, other than quoted prices in active markets, e.g. interest rates or yields for similar instruments, or quoted prices in inactive markets.
- Level 3 – fair value is determined using unobservable inputs, e.g. non-market data such as cash flow forecasts or estimated creditworthiness

NOTE 13a – FINANCIAL INSTRUMENTS (continued)

	Fair Value Level	Balance Sheet 31 March 2025 £'000	Fair Value 31 March 2025 £'000	Balance Sheet 31 March 2026 £'000	Fair Value 31 March 2026 £'000
<i>Financial assets held at fair value:</i>					
Money market funds	1	0	0	20,000	20,000
<i>Financial assets held at amortised cost:</i>					
Long-term loans to companies	3	0	0	8,877	6,760
TOTAL		0	0	28,877	26,760
Assets for which fair values are not disclosed *		1,426		36,388	
TOTAL FINANCIAL ASSETS		1,426		65,265	
<i>Recorded on Balance Sheet as:</i>					
Long-term debtors		0		8,877	
Short-term debtors		0		37	
Short-term investments		0		34,089	
Cash and cash equivalents		1,426		22,262	
TOTAL FINANCIAL ASSETS		1,426		65,265	

* The fair value of short-term financial assets held at amortised cost, including trade receivables, is assumed to approximate to the carrying amount.

The fair value of financial assets held at amortised cost is lower than their balance sheet carrying amount because the interest rate on similar loans is higher than that obtained when the loan was originally made.

NOTE 13b – NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

The Corporate Joint Committee complies with CIPFA's Code of Practice on Treasury Management and Prudential Code for Capital Finance in Local Authorities, both revised in December 2021.

In line with the Treasury Management Code, the Corporate Joint Committee approves a Treasury Management Strategy. The Strategy sets out the parameters for the management of risks associated with financial instruments. The Corporate Joint Committee also produces Treasury Management Practices specifying the practical arrangements to be followed to manage these risks. The Corporate Joint Committee's Treasury Strategy, together with its Treasury Management Practices seek to achieve a suitable balance between risk and return or cost.

NOTE 13b – NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

The main risks are:

- *Credit Risk:* The possibility that one party to a financial instrument will fail to meet its contractual obligations, causing a loss to the Corporate Joint Committee.
- *Liquidity Risk:* The possibility that the Corporate Joint Committee might not have the cash available to make contracted payments on time.
- *Market Risk:* The possibility that an unplanned financial loss will materialise because of changes in market variables such as interest rates or equity prices.

Credit Risk: Investments

The Corporate Joint Committee manages credit risk by ensuring that investments are only placed with organisations of high credit quality as set out in the Treasury Management Strategy. These include commercial entities with a minimum long-term credit rating of A-, the UK Government, and other local authorities without credit ratings upon which the Corporate Joint Committee has received independent investment advice. Recognising that credit ratings are imperfect predictors of default, the Corporate Joint Committee has regard to other measures including credit default swap and equity prices when selecting commercial organisations for investment.

A limit of £5m of the total portfolio is placed on the amount that can be invested with a single counterparty (other than UK government). For unsecured investments in banks, building societies and registered providers, a smaller limit of £3m applies.

The Corporate Joint Committee does not hold collateral security against any investments.

The table below summarises the credit risk exposures of the Corporate Joint Committee's treasury investment portfolio by credit rating:

Credit Rating	Short-Term	
	31 March	31 March
	2025	2026
	£'000	£'000
AAA (Money Market Funds)	0	20,000
A+	1,421	2,255
UK Government	0	3,000
Local authorities	0	31,000
Total Investments (Principal)	1,421	56,255

Loss allowances on treasury investments and cash and cash equivalents have been calculated by reference to historic default data published by credit rating agencies, multiplied by 110% to adjust for current and forecast economic conditions. A two-year delay in cash flows is assumed to arise in the event of default. Investments are determined to have suffered a significant increase in credit risk where they have been downgraded by three or more credit rating notches or equivalent since initial recognition, unless they retain an investment grade credit rating. They are determined to be credit-impaired when awarded a "D" credit rating or equivalent. At 31 March 2026, £792 of loss allowances related to treasury investments.

Liquidity Risk

At 31 March 2026, the Corporate Joint Committee held £22.3m (2024/25: £1.4m) of liquid financial assets that can be withdrawn or sold at short notice if required to meet cash outflows on financial liabilities.

NOTE 13b – NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

Market Risk: Interest Rate Risk

The Corporate Joint Committee is exposed to risk in terms of its exposure to interest rate movements on borrowings and investments. Movements in interest rates have a complex impact on the Corporate Joint Committee. For instance, a rise in interest rates would have the following effects:

- Borrowings at variable rates – the interest expense will rise.
- Borrowings at fixed rates – the fair value of the liabilities will fall.
- Investments at variable rates – the interest income will rise.
- Investments at fixed rates – the fair value of the assets will fall.

Investments measured at amortised cost and loans borrowed are not carried at fair value, so changes in their fair value will have no impact on the Comprehensive Income and Expenditure Statement. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Surplus or Deficit on the Provision of Services. Movements in the fair value of fixed rate investments measured at fair value will be reflected in Other Comprehensive Income or the Surplus or Deficit on the Provision of Services as appropriate.

If all interest rates had been 1% higher (with all other variables held constant) the financial effect would be:

	31 March 2026 £'000
Increase in interest receivable on variable rate investments	(196)
Decrease in fair value of investments held at FVPL	26
Impact on Surplus or Deficit on the Provision of Services	(170)
Decrease in fair value of loans and investments at amortised cost *	18

* No impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure.

NOTE 14 – SHORT-TERM DEBTORS

	31 March 2025 £'000	31 March 2026 £'000
Trade Receivables	0	3
Prepayments	0	34
Other Receivable Amounts *	86	23,501
Total	86	23,538

* £22.5m of the North Wales Growth Deal Grant was due from Welsh Government at 31 March 2026.

NOTE 15 – CASH AND CASH EQUIVALENTS

	31 March 2025 £'000	31 March 2026 £'000
Bank Current Accounts	0	5
Call Accounts	1,426	22,257
Cash and Cash Equivalents	1,426	22,262

NOTE 16 – SHORT-TERM CREDITORS

	31 March 2025 £'000	31 March 2026 £'000
Trade Payables	305	805
Receipts in advance	90	0
Other Payables	4	4,720
Total	399	5,525

NOTE 17 – UNUSABLE RESERVES

31 March 2025 £'000	31 March 2026 £'000
0 Capital Adjustment Account	8,571
0 Pensions Reserve	0
0 Accumulated Absences Account	(46)
0 Total Unusable Reserves	8,525

17.1 Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation; impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement. The Account is credited with the amounts set aside by the Corporate Joint Committee as finance for the costs of acquisition, construction and enhancement.

Note 9 provides details of the source of all the transactions posted to the Account.

2024/25 £'000	2025/26 £'000
0 Balance 1 April	0
0 Transfer Adjustment	0
0 Restated Balance 1 April	0
<u>Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:</u>	
0 Revenue Expenditure funded from Capital under Statute	(5,230)
0 Loss allowances on capital loans	(294)
<u>Capital financing applied in the year:</u>	
0 Grants and contributions credited to Comprehensive Income and Expenditure Statement that have been applied to capital financing	14,218
0 Revenue provision for the financing of supported capital investment	(123)
0 Balance 31 March	8,571

NOTE 17 – UNUSABLE RESERVES (continued)

17.2 Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Corporate Joint Committee accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Corporate Joint Committee makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible, with funding requirements set aside by the time the benefits are to be paid.

2024/25 £000	2025/26 £000
0 Balance 1 April	0
0 Transfer Adjustment	0
0 Restated Balance 1 April	0
0 Re-measurements of the net pension defined benefit (liabilities) / assets	(150)
0 Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	(128)
0 Employer's pensions contributions and direct payments to pensioners payable in the year	278
0 Balance 31 March	0

17.3 Accumulated Absences Account

The Accumulated Absences Account absorbs the differences that would otherwise appear on the General Fund Balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

2024/25 £000	2025/26 £000
0 Balance 1 April	0
0 Transfer Adjustment	(42)
0 Restated Balance 1 April	(42)
0 Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(4)
0 Balance 31 March	(46)

NOTE 18a – CASH FLOW STATEMENT – ADJUSTMENTS TO NET SURPLUS OR DEFICIT ON THE PROVISION OF SERVICES FOR NON-CASH MOVEMENTS

2024/25	2025/26
£'000	£'000
(145) (Increase)/Decrease in Creditors	(12,772)
(209) Increase/(Decrease) in Debtors	23,713
0 Pension Liability	150
0 Other non-cash items charged to net surplus/deficit on the provision of services	(298)
(354)	10,793

**Due to the transfer of the North Wales Growth Deal and the Regional Skills Partnership's balances to the CJC, the movements above do not directly reconcile to the movements in the Balance Sheet.*

NOTE 18b – CASH FLOW STATEMENT – OPERATING ACTIVITIES

The cash flows for operating activities include the following item:

2024/25	2025/26
£'000	£'000
(4) Dividends and interest received	(1,780)

NOTE 19– CASH FLOW STATEMENT – INVESTING ACTIVITIES

2024/25	2025/26
£'000	£'000
0 Purchase of short-term investments	569,080
0 Proceeds from short-term investments	(535,080)
0	34,000

NOTE 20 – EXPENDITURE AND INCOME ANALYSED BY NATURE

The Corporate Joint Committee's expenditure and income is analysed as follows:

2024/25		2025/26
£'000	<u>Expenditure / Income</u>	£'000
	Expenditure	
104	Employee benefits expenses	1,963
0	Premises	59
0	Transport	5
610	Supplies and Services	1,604
69	Third Party	522
0	Loss allowances on financial instruments	295
0	Revenue Expenditure Funded From Capital Under Statute	5,230
783	Total Expenditure	9,678
	Income	
0	Partner Contributions	(818)
(765)	Levy	(902)
(57)	Interest and investment income	(2,230)
(181)	Grants and other contributions	(17,381)
(1,003)	Total Income	(21,331)
(220)	(Surplus) / Deficit on the Provision of Services	(11,653)

NOTE 21 – OFFICERS' REMUNERATION

21a. The Accounts and Audit (Wales) Regulations 2014 (as amended) require the Corporate Joint Committee to disclose the following information relating to employees appointed as Senior Officers, and whose salary is between £60,000 and £150,000. In compliance with the defined requirements, the pensionable pay, employer's pension contributions and other employer costs are included below (including termination benefits), but the employer's national insurance contributions are excluded. The remuneration paid to the Corporate Joint Committee's senior officers is as follows:

Chief Officers	Salary	2025/26 Employer's Pension Contribution	Total
	£	£	£
Chief Executive*	125,900	22,447	148,347
Head of Operations**	97,028	19,017	116,045
Regional Skills Manager	63,273	12,402	75,675

* The Chief Executive was appointed in June 2025 and was previously in the Portfolio Director role. Whilst in the Portfolio Director role, they undertook the Chief Executive role for 2 days a week and received an honorarium in relation to this role (£705 from April 2025 to June 2025 with employer's pension contribution of £138). The figures above include the remuneration received whilst in both posts. Prior to the transfer, the CJC reimbursed the NWEAB for all employment and associated costs related to the Chief Executive post, salary costs were £26,302 and employer's pension contribution was £5,050.

** The Head of Operations undertook the role of Portfolio Director for three days a week and therefore remuneration received was based on two pay scales.

NOTE 21 – OFFICERS’ REMUNERATION (continued)

21b. Other Corporate Joint Committee employees receiving more than £60,000 remuneration for the year (excluding employer’s pension and national insurance contributions) were paid the following amounts. Termination benefits are to be included in the figures; however, there were no cases in 2025/26 and 2024/25.

Number of other employees who received more than £60,000 and includes remuneration and termination benefits:	Number in 2025/26
£60,000 - £64,999	Total 3

21c. The Accounts and Audit (Wales) Regulations 2014 (as amended) require the Corporate Joint Committee to include a ratio of remuneration. The ratio of the Chief Executive’s remuneration to the median remuneration of all the Corporate Joint Committee’s employees for 2025/26 is 2.75:1, which corresponds to a median salary of £46,142.

NOTE 22 – EXIT PACKAGES

The number of exit packages with total cost per band, and total cost of the compulsory and other redundancies are set out in the table below. The cost in the table below reflects the related package cost to the employer, rather than the actual value of the payments to the individuals. In accordance with the requirements the related commitments as known to the Corporate Joint Committee as at 31 March 2026 are included. Included below are the related gross costs but not the financial savings to the Corporate Joint Committee, where appropriate.

Exit package cost band (including special payments)	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band		Total cost of exit packages in each band	
	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25 £'000	2025/26 £'000
£ 0 - 20,000	0	1	0	0	0	1	0	10
Total	0	1	0	0	0	1	0	10

NOTE 23 – EXTERNAL AUDIT COSTS

The Corporate Joint Committee has incurred the following costs relating to external audit.

2024/25 £'000		2025/26 £'000
(5)	Fees payable to the auditor appointed by the Auditor General for Wales with regard to external audit services	55
(5)	Net Fees	55

*The audit costs are showing as negative in 2024/25 due to an overaccrual that was made in the previous year. The true fee for the 2024/25 audit was £1,909.

NOTE 24 – GRANT INCOME

24a. The Corporate Joint Committee credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement:

	2024/25		2025/26	
	£'000	£'000	£'000	£'000
Grants and Contributions Credited to Services				
Welsh Government				
North Wales Growth Deal Grant	0		5,353	
Local Energy Grant	0		177	
CJC Implementation Grant	0		200	
Strategic Development Plan Grant	0		200	
Regional Transport Plan Grant	181		200	
Investment Zone Consultancy Support Grant	0		25	
Flintshire and Wrexham Investment Zone Grant	0		430	
Regional Skills Partnership Grant	0		290	
		181		6,875
Other Grants and Contributions				
Partners' Contributions				
Conwy County Borough Council	0		112	
Denbighshire County Council	0		111	
Flintshire County Council	0		118	
Cyngor Gwynedd	0		113	
Isle of Anglesey County Council	0		107	
Wrexham County Borough Council	0		122	
Bangor University	0		29	
Wrexham University	0		39	
Coleg Cambria	0		29	
Grŵp Llandrillo Menai	0		38	
		0		818
Cyngor Gwynedd				
North Wales Growth Deal Grant	0		1,108	
UK Shared Prosperity Fund	0		321	
		0		1,429
Other				
Welsh Local Government Association - Regional Skills Partnership Grant	0		95	
Grŵp Llandrillo Menai - Access to Funding Charges	0		25	
Wrexham County Borough Council - UK Shared Prosperity Fund	0		91	
Public Health Wales NHS Trust and Social Care Wales	0		1	
		0		212
Total		181		9,334
Credited to Taxation and Non-specific Grant Income				
Welsh Government				
North Wales Growth Deal Grant	0		8,865	
Total		0		8,865

* The North Wales Growth Deal Grant is funded 50% by Welsh Government and 50% by UK Government.

NOTE 24 – GRANT INCOME (continued)

24b. The Corporate Joint Committee has received grants, contributions or donations that have yet to be recognised as income as they have conditions attached that could require the monies to be returned to the giver. The balance at the year-end are as follows:

	31 March 2025 £'000	31 March 2026 £'000
Grants and Contributions Received in Advance		
<u>Short Term</u>		
Capital Grants		
North Wales Growth Deal Grant	0	48,756
Flintshire and Wrexham Investment Zone Grant	0	7,800
		56,556
Revenue Grants and Contributions		
Flintshire and Wrexham Investment Zone Grant	0	6,070
Agri-Food Status Research Contributions	0	17
	0	6,087
Total	0	62,643

NOTE 25 – RELATED PARTIES

The Corporate Joint Committee is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Corporate Joint Committee or to be controlled or influenced by the Joint Committee. Disclosure of these transactions allows readers to assess the extent to which the Corporate Joint Committee might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Corporate Joint Committee. To conform to the requirements, this is done by Members and Senior Officers completing a personal declaration, as defined in the CIPFA Code of Practice.

Summarised below are the payments and income between the Corporate Joint Committee, the Local Authorities, Further and Higher Education Establishments and Eryri National Park Authority for the 2025/26 financial year. Cyngor Gwynedd provides the support services for the Corporate Joint Committee.

	Payments made	Amounts owed by the CJC	Income Received	Amounts owed to the CJC
	£'000	£'000	£'000	£'000
Conwy County Borough Council	1	0	(259)	0
Denbighshire County Council	0	0	(238)	0
Flintshire County Council	70	130	(321)	0
Cyngor Gwynedd	100	505	(1,600)	(185)
Isle of Anglesey County Council	0	0	(197)	0
Wrexham County Borough Council	0	128	(364)	(26)
Bangor University	1,571	343	(29)	0
Wrexham University	930	577	(39)	0
Coleg Cambria	0	0	(29)	0
Grŵp Llandrillo Menai	837	1,205	(38)	(25)
Eryri National Park Authority	0	0	(13)	0

Welsh Government

Welsh Government has effective control over the general operations of the Corporate Joint Committee, and is responsible for providing the statutory framework and provides the majority of its funding in the form of grants. Grants received from Welsh Government are set out in the subjective analysis in Note 20 which analyses expenditure and income by nature. The position as at 31 March is detailed in Note 24.

Board Members, Advisers and Officers

Members and advisers of the Corporate Joint Committee have influence over the Corporate Joint Committee's financial and operational policies.

All Board Members, Advisers and Senior Officers of the Corporate Joint Committee have completed declaration forms to declare their interest or relationship in companies, voluntary, charitable or public bodies that have dealings with the Corporate Joint Committee.

A breakdown of the payments made to these bodies under this heading during 2025/26 and balances at 31 March 2026 is as follows:

Payments made	Amounts owed by the CJC	Income Received	Amounts owed to the CJC
£'000	£'000	£'000	£'000
53	19	0	0

One of the voting members of the CJC is also a member of the Gwynedd Pension Fund Pensions Committee. Details of transactions with the Pension Fund are shown in Note 27.

A Senior Officer is a Non-Executive Director of Menter Môn. Details of the CJC's balances with Menter Môn are shown in Note 13a.

NOTE 25 – RELATED PARTIES (continued)

Key Management Personnel

The Corporate Joint Committee's Section 151 Officer is also the Head of Finance and Section 151 Officer of Cyngor Gwynedd. Until February 2026, the Corporate Joint Committee's Monitoring Officer was the Head of Legal Services and Monitoring Officer of Cyngor Gwynedd. The amount payable by the Corporate Joint Committee to Cyngor Gwynedd for the Section 151 and Monitoring Officer's services in 2025/26 was £22,925 and £17,770 respectively. From February 2026, the Corporate Joint Committee's Monitoring Officer services were provided by an agency at a cost of £46,200.

NOTE 26 – CAPITAL EXPENDITURE AND CAPITAL FINANCING

The total amount of capital expenditure incurred in the year is shown in the table below, together with the resources that have been used to finance it. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Corporate Joint Committee, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Corporate Joint Committee that has yet to be financed.

The movement in the year is explained as follows:

	2025/26 £'000
Capital Financing Requirement 1 April	0
Transfer Adjustment	0
Restated Capital Financing Requirement 1 April	0
Capital investment in the year	
Capital loans	8,865
Funded from capital under statute	5,230
Sources of finance	
Government Grants and other contributions	(14,095)
Capital Financing Requirement 31 March	0

NOTE 27 – PENSION COSTS

As part of the terms and conditions of employment of its officers and other employees, the Corporate Joint Committee makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Corporate Joint Committee has a commitment to make the payments. These need to be disclosed at the time that employees earn their future entitlement.

The CJC participates in two post-employment schemes:

- The Local Government Pension Scheme** administered locally by Cyngor Gwynedd. This is a funded defined benefit scheme based on final salary for service up to 31 March 2014 and based on a career average salary from 1 April 2014. The Corporate Joint Committee and the employees pay contributions into the fund, calculated at a level intended to balance the pensions liabilities with investment assets.
- Arrangements for the award of discretionary post-retirement benefits upon early retirement.** This is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pension liabilities, and cash has to be generated to meet actual pensions payments as they eventually fall due.

The Gwynedd Pension Fund is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of the Pensions Committee of Cyngor Gwynedd. Policy is determined in accordance with the Local Government Pensions Scheme Regulations.

NOTE 27 – PENSION COSTS (continued)

The principal risks to the Corporate Joint Committee from the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (such as large-scale withdrawals from the scheme), changes to inflation, bond yields and the performance of equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge the amounts required by statute as described in the accounting policies note to the General Fund.

Transactions Relating to Post-employment Benefits

The Corporate Joint Committee recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge it is required to make is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement. The following transactions have been made in the Comprehensive Income and Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year.

Change in the Fair Value of Net Liability	Net (liability) /asset
	31 March 2026
	£'000
Fair value of plan assets	3,046
Present value of funded liabilities	(2,072)
Effect of the asset ceiling	(974)
Opening Position at 1 April	0
Service cost	
- Current service cost*	(133)
Total Service Cost	(133)
Net interest	
- Interest income on plan assets	189
- Interest cost on defined benefit liability	(127)
- Interest on the effect of the asset ceiling	(57)
Total Net Interest	5
Total Defined Benefit Cost Recognised in Profit/(Loss)	(128)
Cash flows	
- Employer contributions	275
Expected Closing Position	147
Remeasurements	
- Change in demographic assumptions	(5)
- Change in financial assumptions	123
- Other experience**	(17)
- Return on assets excluding amounts included in net interest	150
- Changes in the effect of the asset ceiling	(398)
Total remeasurements recognised in Other Comprehensive Income (OCI)	(147)
Fair Value of Plan Assets	3,764
Present Value of Funded Liabilities	(2,335)
Effect of the asset ceiling	(1,429)
Closing Position at 31 March	0

* The current service cost includes an allowance for administration expenses of 0.6% of payroll.

** The other experience includes an allowance of £17,000 for the April 2026 pension increase order impact.

NOTE 27 – PENSION COSTS (continued)

Pensions assets and liabilities recognised in the Balance Sheet

The amount included in the Balance Sheet arising from the Corporate Joint Committee's liability in respect of its defined benefit plan is as follows:

	31 March 2026
	£'000
Fair value of plan assets	3,764
Present value of funded liabilities	(2,335)
Sub-total	1,429
Effect of IAS 19/ IFRIC 14	(1,429)
Net Asset/ (Liability) Arising From Defined Benefit Liability	0

The actuarial valuation of the Corporate Joint Committee's pension scheme liabilities and pensions reserve shown on the Balance Sheet reports a net asset or liability of zero. The Corporate Joint Committee's Actuary, Hymans Robertson LLP, determined that the fair value of the Corporate Joint Committee's pension plan assets outweighed the present value of the plan liabilities at 31 March 2026 resulting in a pension plan asset. IFRIC 14 and IAS 19 Employee Benefits require that, where a pension plan asset exists, it is measured at the lower of:

- The surplus in the defined benefit plan; and
- The asset ceiling, which is capped at £0

The asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. The Corporate Joint Committee's Actuary calculated the asset ceiling as the net present value of future service costs less net present value of future contributions. The calculated asset ceiling for 2025/26 results in greater future service contributions than future service costs so the economic benefit is limited to zero. The Corporate Joint Committee relies and places assurance on the professional judgement of the Actuary and the assumptions used to calculate this actuarial valuation.

The Major Categories of Plan Assets as a Percentage of Total Plan Assets

The Actuary has provided a detailed breakdown of Fund assets in accordance with the requirements of IAS 19. This analysis distinguishes between the nature and risk of those assets, and to further break them down between those with a quoted price in an active market, and those that are not quoted. The asset split for the Corporate Joint Committee is assumed to be in the same proportion to the Fund's asset allocation as at 31 March 2026. The split is shown in the table below. The value of the Fund's assets as at 31 March 2026 was £3.59bn. Only a portion of the Fund is relevant to the Corporate Joint Committee.

NOTE 27 – PENSION COSTS (continued)

Fair Value of Employer Assets

The asset values below are at bid value as required under IAS 19.

Asset Category	At 1 April 2025				At 31 March 2026			
	Quoted Prices in Active Markets	Prices not quoted in Active Markets	Total		Quoted Prices in Active Markets	Prices not quoted in Active Markets	Total	
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Private Equity								
All	0	156	156	5	0	173	173	5
Real Estate								
UK Property	0	166	166	5	0	183	183	5
Investment Funds and Unit Trusts								
Equities	0	1,619	1,619	54	0	1,833	1,833	49
Bonds	0	889	889	29	0	1,295	1,295	34
Infrastructure	0	183	183	6	0	221	221	6
Cash and Cash Equivalents								
All	0	33	33	1	0	59	59	1
Total	0	3,046	3,046	100	0	3,764	3,764	100

Basis for estimating assets and liabilities

Liabilities have been assessed on an actuarial basis using the projected unit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, life expectancy and salary levels. Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2025 model, with core parameterisation, initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a. for both males and females.

NOTE 27 – PENSION COSTS (continued)

Both the Gwynedd Pension Scheme and Discretionary Benefits liabilities have been estimated by Hymans Robertson, an independent firm of actuaries. The significant assumptions used by the Actuary in the following table have had a significant impact on the values of the assets and liabilities as follows:

	1 April 2025	31 March 2026
Financial Assumptions	% p.a.	% p.a.
Pensions Increase Rate	2.70	3.00
Salary Increase Rate	3.20	3.50
Inflation Rate	2.70	3.00
Discount Rate	5.85	6.35
Long-term expected rate of return on all categories of assets	5.85	6.35
Take-up option to convert annual pension into retirement lump sum		
for pre-April 2008 service		65
for post-April 2008 service		65
Mortality assumptions		Years
Longevity at 65 for current pensioners		
Men		20.9
Women		23.8
Longevity at 65 for future pensioners		
Men		21.9
Women		25.4

The estimation of the defined benefit liabilities is sensitive to the actuarial assumptions set out in the table above. In order to quantify the impact of a change in the financial assumptions used, the Actuary has calculated and compared the value of the scheme liabilities as at 31 March 2026 on varying bases. The approach taken is consistent with that adopted to derive the IAS 19 figures provided in this note.

To quantify the uncertainty around life expectancy, the Actuary has calculated the difference in cost to the Corporate Joint Committee of a one-year increase in life expectancy. For sensitivity purposes this is assumed to be an increase in the defined benefit liability of broadly 3-5%. In practice the actual cost of a one-year increase in life expectancy will depend on the structure of the revised assumption (i.e. if improvements to survival rates predominantly apply at younger or older ages).

The figures in the table below have been derived based on the membership profile of the Corporate Joint Committee as at 1 April 2025.

Impact on the Defined Benefit Liability in the Scheme		
Change in assumption	Approximate increase to Defined Benefit Liability	Approximate monetary amount
	31 March 2026	31 March 2026
	%	£'000
0.1% decrease in real discount rate	3	62
1 year increase in member life expectancy	4	93
0.1% increase in the salary increase rate	0	4
0.1% increase in the pension increase rate	2	58

Impact on the Corporate Joint Committee's Cash Flows

One of the objectives of the scheme is that employer contributions should be kept at as constant a rate as possible. The Corporate Joint Committee has agreed a strategy with the fund's Actuary to achieve a funding level of 100% over the next 17 years. Funding levels are monitored on an annual basis.

NOTE 27 – PENSION COSTS (continued)

The contributions paid by the Corporate Joint Committee are set by the Fund Actuary at each triennial valuation, or at any other time as instructed to do so by the Administering Authority. The employer contributions rate payable over the period to 31 March 2026 was 19.6%.

Information about the Defined Benefit Liability

	Liability Split	
	31 March 2026	
	£'000	%
Active Members	2,335	100.0
Deferred Members	0	0.0
Pensioner Members	0	0.0
Total	2,335	100.0

The above figures are for funded liabilities only and do not include unfunded pensioner liabilities. As at the date of the most recent valuation, the duration of the Employer's funded liabilities is 29 years.

Impact in Future Years

The total contributions expected to be made to the Local Government Pension Scheme by the Corporate Joint Committee in the year to 31 March 2027 is £191k.

As the Actuary's report is based on estimates and due to timing issues, an adjustment of -£3,362 has been made in 2025/26, to bring the position in the Scheme based on the Actuarial figures in line with the closing position as at 31 March 2026. This variance has been treated as Actuarial Gains and Losses on Pension Assets and Liabilities.

NOTE 28 – JOINT OPERATIONS

The Corporate Joint Committee has entered into a joint operation with Welsh Government for the development of land for new build employment and business premises at Parc Bryn Cegin, with construction commencing in 2025/26. The Corporate Joint Committee's capital contribution to the project is 83% and Welsh Government's capital contribution is 17%. The distribution of receipts will be split between the Corporate Joint Committee and Welsh Government based on their percentage of capital contributions.

The Corporate Joint Committee's accounts for 2025/26 include its actual transactions and balances in respect of the joint operation.

NOTE 29 – EVENTS AFTER THE REPORTING PERIOD

The Statement of Accounts was authorised by the responsible financial officer on 3 July 2026. Events taking place after this date are not reflected in the financial statements or related notes. Where events taking place before this date provided information about conditions existing at 31 March 2026, the figures in the financial statements and notes have been adjusted in all material respects to reflect its impact. The accounts have been updated since published subject to audit, to incorporate auditor recommendations.

Proposed Audit Report

The report of the Auditor General for Wales to the members of North Wales Corporate Joint Committee

Opinion on financial statements

I have audited the financial statements of the North Wales Corporate Joint Committee for the year ended 31 March 2026 under the Public Audit (Wales) Act 2004.

North Wales Corporate Joint Committee's financial statements comprise the Expenditure and Funding Analysis, the Movement in Reserves Statement, the Comprehensive Income and Expenditure Statement, the Balance Sheet, the Cash Flow Statement, and the related notes, including the material accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2025-26.

In my opinion, in all material respects, the financial statements:

- give a true and fair view of the financial position of North Wales Corporate Joint Committee as at 31 March 2026 and of its income and expenditure for the year then ended; and
- have been properly prepared in accordance with legislative requirements and UK adopted international accounting standards as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2025-26.

Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK (ISAs (UK)) and Practice Note 10 'Audit of financial statements and regularity of public sector bodies in the United Kingdom'. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report.

My staff and I are independent of the North Wales Corporate Joint Committee in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the North Wales Corporate Joint Committee's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the responsible financial officer with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report other than the financial statements and my auditor's report thereon. The Responsible Financial Officer is responsible for the other information contained

within the annual report. My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of my audit:

- the information contained in the Narrative Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2025-26; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with guidance.

Matters on which I report by exception

In the light of the knowledge and understanding of North Wales Corporate Joint Committee and its environment obtained in the course of the audit, I have not identified material misstatements in the Narrative Report or the Governance Statement.

I have nothing to report in respect of the following matters, which I report to you, if, in my opinion:

- I have not received all the information and explanations I require for my audit;
- adequate accounting records have not been kept, or returns adequate for my audit have not been received from branches not visited by my team; or
- the financial statements are not in agreement with the accounting records and returns.

Responsibilities of the responsible financial officer for the financial statements

As explained more fully in the Statement of Responsibilities for the Statement of Accounts, the responsible financial officer is responsible for:

- the preparation of the statement of accounts, which give a true and fair view and comply with proper practices;
- maintaining proper accounting records;
- internal controls as the responsible financial officer determines is necessary to enable the preparation of statements of accounts that are free from material misstatement, whether due to fraud or error; and
- assessing the North Wales Corporate Joint Committee's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible financial officer anticipates that the services provided by the North Wales Corporate Joint Committee will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit the financial statements in accordance with the Public Audit (Wales) Act 2004.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

My procedures included the following:

- enquiring of management, the Head of Internal Audit and those charged with governance, including obtaining and reviewing supporting documentation relating to North Wales Corporate Joint Committee policies and procedures concerned with:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- considering as an audit team how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the following areas: management override and the posting of unusual journals;
- obtaining an understanding of North Wales Corporate Joint Committee's framework of authority as well as other legal and regulatory frameworks that North Wales Corporate Joint Committee operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of North Wales Corporate Joint Committee; and
- obtaining an understanding of related party relationships;

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of management, the North Wales Corporate Joint Committee and legal advisors about actual and potential litigation and claims;
- reading minutes of meetings of those charged with governance;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and
- evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential fraud risks to all audit team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the North Wales Corporate Joint Committee's controls, and the nature, timing and extent of the audit procedures performed.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

Other auditor's responsibilities

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Certificate of completion of audit

I certify that I have completed the audit of the accounts of North Wales Corporate Joint Committee in accordance with the requirements of the Public Audit (Wales) Act 2004 and the Auditor General for Wales' Code of Audit Practice.

Catherine Mealing-Jones
Auditor General for Wales
29 September 2026

1 Capital Quarter
Tyndall Street
Cardiff, CF10 4BZ

The maintenance and integrity of Ambition North Wales' website is the responsibility of the Operations and Resources Manager and the Strategic Communications and Engagement Lead with the Head of Corporate Services responsible for Cyngor Gwynedd's website; the work carried out by auditors does not involve consideration of these matters and accordingly auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

Glossary

Actuarial Gains and Losses - For a defined benefit pension scheme, the changes in actuarial surpluses that arise because events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses) or the actuarial assumptions have changed.

Asset - Items of worth that are measurable in terms of value.

- A current asset will be consumed or will cease to have material value within the next financial year.
- A non-current asset provides benefit to the Corporate Joint Committee and to the services it provides for a period of more than one year.

Balances (or Reserves) - These represent accumulated funds available to the Corporate Joint Committee. Some balances (reserve) may be earmarked for specific purposes for funding future defined initiatives or meeting identified risks or liabilities.

Capital Adjustment Account - A reserve set aside from revenue resources or capital receipts to fund capital expenditure or the repayment of external loans and certain other capital financing transactions.

Capital Expenditure - Expenditure on the procurement of a non-current asset, which will be used in providing services beyond the current accounting period or expenditure that adds to, and not merely maintains, value of an existing non-current asset.

Capital Financing - Funds obtained to pay for capital expenditure. There are various methods of financing capital expenditure including borrowing, leasing, direct revenue financing, usable capital receipts, capital grants, capital contributions, revenue reserves and earmarked reserves.

CIPFA (Chartered Institute of Public Finance and Accounting) - The professional institute for accountants working in the public sector.

Creditors - Amounts owed by the Corporate Joint Committee for work done, goods received or services rendered, for which payments have not been made by the end of that accounting period.

Current Service Cost - The increase in the present value of a defined benefit pension scheme's liabilities expected to arise from employee service in the current period.

Debtors - Amount owed to the Corporate Joint Committee for work done, goods received or service rendered within the accounting period, but for which payment has not been received by the end of that accounting period.

Defined Benefit Scheme - A pension or other retirement benefit scheme other than a defined contribution scheme.

Defined Contribution Scheme - A pension or other retirement benefit scheme into which an employee pays regular fixed contributions as an amount or as a percentage of pay, and will have no legal or constructive obligation to pay further contributions if the scheme does not have sufficient assets to pay all employees benefits relating to the employee Service in the current and prior periods.

Fair Value - The price that would be received to sell an asset, or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Financial Instruments - Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. The term covers both financial assets and financial liabilities, from straightforward trade receivables (invoices owing) and trade payables (invoices owed) to complex derivatives and embedded derivatives.

General Fund - This is the main revenue fund of the Corporate Joint Committee and it includes the net cost of all services financed by partners' contributions and levies and Government grants.

International Financial Reporting Standards (IFRS) - A suite of accounting standards used across the world. They must be applied by all reporting entities to all financial statements in order to provide a true and fair view of the entity's financial position, and a standardised method of comparison with financial statements of the other entities.

Liability - Amounts due to individuals or organisations which will have to be paid at some time in the future.

Related Parties - Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operating decisions.

Audit of Accounts Report – North Wales Corporate Joint Committee

Audit year: 2025-26

Date issued: September 2026

Document reference: 5489A2026



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For further information, or if you require any of our publications in an alternative format and/or language, please contact us by telephone on 029 2032 0500, or email info@audit.wales.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

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

Introduction



Catherine Mealing-Jones

Auditor General for
Wales

As the newly appointed Auditor General for Wales, I am pleased to share my Audit of Accounts Report. The Report summarises the main findings from my audit of your 2025-26 accounts. My team have already discussed these findings with the Assistant Head of Finance (Sustainability and Developments).

My team have substantially completed the audit work as set out in my Audit Plan dated May 2026. The remaining tasks involve:

- Annual Governance Statement;
- Related Parties;
- Concluding the review of the audit file; and
- Completion of final audit procedure steps.

Since my Audit Plan, I have updated materiality to reflect the 2025-26 accounts. I have not identified any new audit risks. My response to previously identified risks is set out in **Appendix 1**.

I am required to provide an opinion on whether the accounts have been properly prepared, and give a true and fair view, in all material aspects. My proposed audit opinion and basis for it is outlined on page 20.

It is the responsibility of those charged with governance, i.e. the North Wales Corporate Joint Committee (the North Wales CJC) to address any matters raised in my report and provide me with a Letter of Representation.

I would like to extend my gratitude to the officers and staff for their cooperation throughout the audit process which has been invaluable in completing this audit effectively.

Your audit at a glance



We intend to issue an **unqualified opinion** on the accounts.

See [Appendix 4](#)



There are **other matters** to report.

See [Audit findings](#)



There are no **uncorrected misstatements** in the accounts.

See [Audit findings](#)



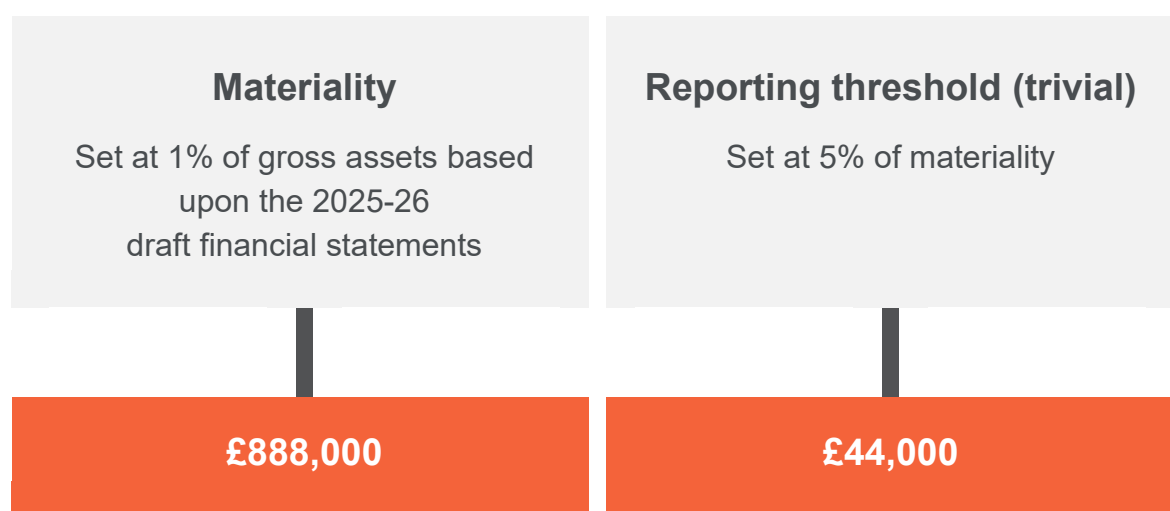
Recommendations arising from our work will be set out in an Accounts Memorandum which will be communicated with officers in due course.



We are aiming to certify your accounts on **29 September 2026**, in line with the deadline of 30 September 2026.

Materiality

I use professional judgement to set a materiality threshold to identify and correct misstatements that could affect users' decisions, considering both financial errors and disclosure requirements according to the applicable accounting framework and laws. My team updates materiality throughout the audit and I include in this report matters that exceed my reporting threshold, as set out below:



In the Audit Plan, materiality was provisionally determined using prior year gross expenditure of the North Wales Economic Ambition Board as the most appropriate basis. Following our review of the draft financial statements, we reassessed this approach and concluded that gross assets now provides a more appropriate basis. This reflects the increasing significance of the North Wales CJC's balance sheet as the organisation continues to develop and enters into more complex arrangements. Accordingly, materiality was set at 1% of gross assets.

There are some areas of the accounts that may be of more importance to the user of the accounts. We confirm lower materiality levels for these:



Audit Findings

Misstatements

A misstatement arises where information in the accounts is not in accordance with accounting standards.

Corrected misstatements

During our audit, we identified misstatements that have been corrected by management, but which we consider should be drawn to your attention.

These are set out in **Appendix 2**.

Other significant issues

International Standard on Auditing 260 requires us to communicate with those charged with governance. We must tell you significant findings from the audit and other matters if they are significant to your oversight of the North Wales CJC's financial reporting process.

There were no such issues identified during the audit

Other issues

My audit plan presented to the Governance and Audit Committee in June 2026 included an estimated audit fee of £34,832 for the audit of the financial statements. As this was the first year that the North Wales CJC prepared a full set of financial statements following the transfer of the North Wales Economic Ambition Board arrangements on 1 April 2025, the audit involved more work than originally anticipated. Additional work was required to understand and evaluate the new governance arrangements, reporting requirements, accounting treatments, and the opening balances transferred to the CJC. Consequently, the complexity of the audit increased the level of audit input required beyond that envisaged when the original fee estimate was set. My team will discuss the additional costs incurred with the Statutory Finance Officer before agreeing the final audit fee.

The Annual Governance Statement (AGS) was not provided alongside the draft financial statements and was submitted at a late stage of the audit process. This created additional resourcing and timetable pressures in completing the necessary audit work on the AGS before the North Wales CJC's consideration of the financial statements. While we recognise that 2025-26 was the first year in which the North Wales CJC prepared a full set of financial statements and that new reporting processes were being established, we would expect the AGS to be prepared and submitted alongside the draft accounts in future years to support a timely and efficient audit.

During the audit, we identified uncertainty regarding the accounting treatment of the collaborative agreement with Welsh Government for Parc Bryn Cegin. We sought clarification from Welsh Government on the appropriate accounting treatment; however, a response had not been received before completion of our audit work. Consequently, we were unable to conclude fully on whether the treatment adopted by the CJC is appropriate. While any potential impact is not expected to be material to the 2025-26 financial statements, we draw this matter to the attention of those charged with governance for consideration as the arrangement develops in future years.

Proposed audit opinion

Audit opinion

We intend to issue an unqualified audit opinion on this year's accounts once you have provided us with a Letter of Representation (see below).

Our proposed audit report is set out in **Appendix 3**.

Letter of representation

A Letter of Representation is a formal letter in which you confirm to us the accuracy and completeness of information provided to us during the audit. Some of this information is required by auditing standards; other information may relate specifically to your audit.

The letter we are requesting you to sign is included in **Appendix 4**, the contents of which are in line with our standard request for representations.

Audit team and ethical compliance

The main members of my team who carried out the audit work, together with their contact details, are summarised in **Exhibit 1**.

Exhibit 1: My local audit team

Engagement Lead	Matthew Edwards matthew.edwards@audit.wales
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Audit Manager	Yvonne Thomas yvonne.thomas@audit.wales
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Senior Auditor	Siwan Glyn siwan.glyn@audit.wales
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Compliance with ethical standards

We confirm that:

- we have complied with the ethical standards we are required to follow in carrying out our work;
- we have remained independent of yourselves;
- our objectivity has not been comprised; and
- we have no relationships that could undermine our independence or objectivity.

The Audit Plan identified a potential independence threat arising from an acquaintance between the Audit Manager and a local authority officer who is a member of the North Wales CJC's Portfolio Board. The matter was monitored throughout the audit, and as the Audit Manager had no involvement with the individual during the audit, no actual or perceived impairment to independence or objectivity was identified. Consequently, no safeguards were required.

Appendix 1 – Audit risks and outcomes

My Audit Plan set out the risks of material misstatement for the audit of North Wales CJC accounts. **Exhibit 2** lists these audit risks and sets out how they were addressed as part of the audit. No additional audit risks have been identified since that need to be brought to your attention.

Exhibit 2: Audit risks reported previously, work done and outcome

Audit risk	Work done	Outcome
Risk of management override The risk of management override of controls is present in all entities. Due to the unpredictable way in which such override could occur, it is viewed as a significant risk [ISA 240.32-33].	The audit team: • tested the appropriateness of journal entries and other adjustments made in preparing the financial statements; • reviewed accounting estimates for bias; and • evaluated the rationale for any significant transactions outside the normal course of business.	My audit work did not identify any instances of management override of controls.

Transition to the North Wales Corporate Joint Committee

In June 2022, the North Wales CJC assumed its functions, with the former NWEAB arrangements transferring to it on 1 April 2025. This change requires the accounts to include additional disclosures and to reflect the transfer of balances and data from the former body. Consequently, there is an increased risk that reporting requirements may not be fully complied with or that the transfer of information may not be fully met or that the information may not be completed accurately. If not appropriately managed, this could result in material misstatements in the financial statements.

The audit team:

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

See Appendix 2 for details of my findings.

Valuation of pension fund net liability/surplus

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

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

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

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

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

The audit team:

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

My audit work did not identify any significant issues.

Senior officer remuneration

Remuneration paid to senior officers are of high interest and is material by nature. There is a risk that the structure of the senior officers, following the transfer of the NWEAB to the North Wales CJC, may not be fully or appropriately disclosed in the financial statements.

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

The audit team:

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

My audit work did not identify any significant issues.

Related party disclosures

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

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

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

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

My audit team:

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

See Appendix 2 for details of my findings.

Leases

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

My audit team:

- obtained an understanding of management's process for identifying leases;
- reviewed the North Wales CJC's working papers to ensure that all leases falling within the scope of IFRS16 were included in calculations;
- tested a sample of asset and liability calculations to ensure that the assumptions were reasonable, and the calculations were correctly prepared; and
- confirmed that asset and liability values were correctly accounted for and disclosed in the financial statements.

My audit work did not identify any significant issues.

Recognition of new Collaborative Arrangement

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

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

My audit team:

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

See Audit Findings and Appendix 2 for details of my findings.

Appendix 2 – Summary of corrections made

During our audit, we identified the following misstatements that have been corrected by management, but which we consider should be drawn to your attention.

Value of correction	Accounts area	Explanation
£6,942,000 Disclosure only - no overall effect on the financial statements	Cash Flow Statement and the following associated notes 18a, 18b and 19	A loan advanced during the year was correctly recognised as a debtor in the Balance Sheet; however, the related cash outflow had been incorrectly classified as an investing activity within the Cash Flow Statement. This treatment was inconsistent with the accounting classification applied to the loan. The Cash Flow Statement was amended to ensure consistency with the Balance Sheet presentation as follows: - Increased the 'Adjustments to net surplus or deficit on the provision of services for non-cash movements' by £6,942,000. - Removed the 'adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities' of £6,942,000. This also affected the related Cash Flow notes as follows: - Note 18a: increased 'Increase/(Decrease) in Creditors' by £6,942,000 - Note 18b: removed 'Grant received for the financing of loan advanced' of £6,942,000. - Note 19: removed loan advanced of £6,942,000 and removed 'Grant received

		for the financing of loan advanced' of (£6,942,000)
£1,923,000 Disclosure only - no overall effect on the financial statements	Note 13a Financial Instruments	The Financial Instruments note omitted a creditor of £1.923 million relating to an undrawn element of the loan referred to above from 'financial liabilities measured at amortised cost'. As the balance represented a contractual obligation to transfer cash, it met the definition of a financial liability. The note was amended to include the balance within financial liabilities measured at amortised cost.
Disclosure only	Note 3 Prior Period Adjustments (PPA) Note 2 North Wales Growth Deal and Regional Skills Partnership Transfer	The disclosures in Note 3 did not meet the accounting standards' definition of a prior period adjustment, as they related to balances transferred to the North Wales CJC on 1 April 2025. They was therefore moved to Note 2 to better reflects its nature.
Disclosure only	Note 25 Related Parties	Payments to statutory officers under an SLA agreement were not originally disclosed as Key Management Personnel remuneration. The Related Parties note was amended to include these payments.
Disclosure only	Note 28 Joint Ventures	Our audit work concluded that the arrangement with Welsh Government is a Joint Operation rather than a Joint Venture. The related accounting issues is set out on page 8.

Various - no overall effect on the primary statements	various	Other minor amendments were made to disclosures, narrative wording and typographical errors.
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Appendix 3 – Proposed audit report

The report of the Auditor General for Wales to the members of North Wales Corporate Joint Committee

Opinion on financial statements

I have audited the financial statements of the North Wales Corporate Joint Committee for the year ended 31 March 2026 under the Public Audit (Wales) Act 2004.

North Wales Corporate Joint Committee's financial statements comprise the Expenditure and Funding Analysis, the Movement in Reserves Statement, the Comprehensive Income and Expenditure Statement, the Balance Sheet, the Cash Flow Statement, and the related notes, including the material accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2025-26.

In my opinion, in all material respects, the financial statements:

- give a true and fair view of the financial position of North Wales Corporate Joint Committee as at 31 March 2026 and of its income and expenditure for the year then ended; and
- have been properly prepared in accordance with legislative requirements and UK adopted international accounting standards as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2025-26.

Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK (ISAs (UK)) and Practice Note 10 'Audit of financial statements and regularity of public sector bodies in the United Kingdom'. My responsibilities under those standards are further described

in the auditor's responsibilities for the audit of the financial statements section of my report.

My staff and I are independent of the North Wales Corporate Joint Committee in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the North Wales Corporate Joint Committee's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the responsible financial officer with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report other than the financial statements and my auditor's report thereon. The Responsible Financial Officer is responsible for the other information contained within the annual report. My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to

determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of my audit:

- the information contained in the Narrative Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2025-26; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with guidance.

Matters on which I report by exception

In the light of the knowledge and understanding of North Wales Corporate Joint Committee and its environment obtained in the course of the audit, I have not identified material misstatements in the Narrative Report or the Governance Statement.

I have nothing to report in respect of the following matters, which I report to you, if, in my opinion:

- I have not received all the information and explanations I require for my audit;
- adequate accounting records have not been kept, or returns adequate for my audit have not been received from branches not visited by my team; or
- the financial statements are not in agreement with the accounting records and returns.

Responsibilities of the responsible financial officer for the financial statements

As explained more fully in the Statement of Responsibilities for the Statement of Accounts, the responsible financial officer is responsible for:

- the preparation of the statement of accounts, which give a true and fair view and comply with proper practices;
- maintaining proper accounting records;
- internal controls as the responsible financial officer determines is necessary to enable the preparation of statements of accounts that are free from material misstatement, whether due to fraud or error; and
- assessing the North Wales Corporate Joint Committee's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible financial officer anticipates that the services provided by the North Wales Corporate Joint Committee will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit the financial statements in accordance with the Public Audit (Wales) Act 2004.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

My procedures included the following:

- enquiring of management, the Head of Internal Audit and those charged with governance, including obtaining and reviewing supporting documentation relating to North Wales Corporate Joint Committee policies and procedures concerned with:

- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- considering as an audit team how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the following areas: management override and the posting of unusual journals;
 - obtaining an understanding of North Wales Corporate Joint Committee's framework of authority as well as other legal and regulatory frameworks that North Wales Corporate Joint Committee operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of North Wales Corporate Joint Committee; and
 - obtaining an understanding of related party relationships;

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of management, the North Wales Corporate Joint Committee and legal advisors about actual and potential litigation and claims;
- reading minutes of meetings of those charged with governance;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and
- evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential fraud risks to all audit team members and remained alert to any indications

of fraud or non-compliance with laws and regulations throughout the audit.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the North Wales Corporate Joint Committee's controls, and the nature, timing and extent of the audit procedures performed.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

Other auditor's responsibilities

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Certificate of completion of audit

I certify that I have completed the audit of the accounts of North Wales Corporate Joint Committee in accordance with the requirements of the Public Audit (Wales) Act 2004 and the Auditor General for Wales' Code of Audit Practice.

Catherine Mealing-Jones
Auditor General for Wales
29 September 2026

1 Capital Quarter
Tyndall Street
Cardiff, CF10 4BZ

Appendix 4 – Letter of representation

Final letter of representation

Auditor General for Wales
Wales Audit Office
1 Capital Quarter
Tyndall Street
Cardiff
CF10 4BZ

25 Medi 2026

Representations regarding the 2025-26 financial statements

This letter is provided in connection with your audit of the financial statements of North Wales Corporate Joint Committee for the year ended 31 March 2026 for the purpose of expressing an opinion on their truth and fairness and their proper preparation.

We confirm that to the best of our knowledge and belief, having made enquiries as we consider sufficient, we can make the following representations to you.

Management representations

Responsibilities

We have fulfilled our responsibilities for:

- the preparation of the financial statements in accordance with legislative requirements and the Code of Practice on Local Authority Accounting in the United Kingdom 2025-26; in particular the financial statements give a true and fair view in accordance therewith; and
- the design, implementation, maintenance and review of internal control to prevent and detect fraud and error.

Information provided

We have provided you with:

- Full access to:
 - all information of which we are aware that is relevant to the preparation of the financial statements such as books of account and supporting documentation, minutes of meetings and other matters;
 - additional information that you have requested from us for the purpose of the audit; and
 - unrestricted access to staff from whom you determined it necessary to obtain audit evidence.
- The results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- Our knowledge of fraud or suspected fraud that we are aware of and that affects the North Wales Corporate Joint Committee and involves:
 - management;
 - employees who have significant roles in internal control; or
 - others where the fraud could have a material effect on the financial statements;
- Our knowledge of any allegations of fraud, or suspected fraud, affecting the financial statements communicated by employees, former employees, regulators or others.
- Our knowledge of all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.
- The identity of all related parties and all the related party relationships and transactions of which we are aware.

Financial statement representations

All transactions, assets and liabilities have been recorded in the accounting records and are reflected in the financial statements. The methods, the data, and the significant assumptions used in making accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

Related party relationships and transactions have been appropriately accounted for and disclosed.

All events occurring subsequent to the reporting date which require adjustment or disclosure have been adjusted for or disclosed.

All known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to the auditor, accounted for, and disclosed in accordance with the applicable financial reporting framework.

The financial statements are free of material misstatements, including omissions. There are no uncorrected misstatements in the financial statements.

Representations by the North Wales Corporate Joint Committee

We acknowledge that the above representations made by management have been discussed with us. We acknowledge our responsibility for ensuring that the company maintains adequate accounting records.

We acknowledge our responsibility for the preparation of true and fair financial statements in accordance with the applicable financial reporting framework. The financial statements were approved by North Wales Corporate Joint Committee on 25 September 2026.

We confirm that we have taken all necessary steps to make ourselves aware of any relevant audit information and to establish that it has been communicated to you. We confirm that, as far as we are aware, there is no relevant audit information of which you are unaware.

Signed by:

Dewi Morgan

Head of Finance (Statutory S151
Officer)

25 September 2026

Signed by:

Mark Pritchard

Chair of the North Wales
Corporate Joint Committee

25 September 2026

Audit quality

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

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Our People

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



Arrangements for achieving audit quality

Selection of right team

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



Independent assurance

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

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We welcome correspondence and telephone calls in Welsh and English.

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



NORTH WALES CORPORATE JOINT COMMITTEE

25 September 2026

TITLE: 2026/27 Revenue and Capital Position – End of July 2026 Review

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. This report intends to provide the North Wales Corporate Joint Committee (CJC) with details of the CJC (Planning, Transport and Corporate), Growth Deal (including the Shared Prosperity Fund and Local Area Energy Plan), Investment Zone and the Regional Skills Partnership's (RSP) projected full year out-turn against their annual budget.
- 1.2. In order to operate effectively, the Joint Committee needs to be aware of the projected expenditure position against the approved annual budget.

2. DECISIONS SOUGHT

- 2.1. To note and accept the revenue end of July 2026 review for the CJC (Appendix 1), including a maximum of £39,874 to be transferred from the reserve (in addition to the £624,590 that was approved in the 2026/27 budget) to leave a neutral position (with the final figure to be confirmed when the 2026/27 out-turn report is presented).
- 2.2. To note and accept the revenue and capital end of July 2026 review for the Growth Deal (Appendix 2), including the reserves position (Appendix 3).
- 2.3. To note and accept the Growth Deal's revised capital expenditure profile (Appendix 4).
- 2.4. To note and accept the revenue end of July 2026 review for the Investment Zone (Appendix 5), including the use of the interest on Investment Zone balances to leave a neutral position for 2026/27.
- 2.5. To note and accept the revenue end of July 2026 review for the RSP (Appendix 6).
- 2.6. To approve the virements for the CJC, Growth Deal and Investment Zone budgets noted in Appendix 7.

3. REASONS FOR THE DECISION

- 3.1. To note a forecasted overspend of £39,874 against the CJC's revenue budget for 2026/27.
- 3.2. To note a forecasted underspend of £288,174 against the Growth Deal's budget for 2026/27.

- 3.3. To note a slippage on the capital programme, with an estimated expenditure of £51.26m in 2026/27 compared to an approved budget of £67.07m for the year.
- 3.4. To note a neutral out-turn position for the Investment Zone for 2026/27, with interest on Investment Zone balances of £227,589 used to fund the difference between the forecasted expenditure and the CJC's allocated £200,000 to support the programme's administration. The use of interest is a temporary arrangement as interest receivable on balances will decrease as the cash outflows of the Investment Zone grant increases.
- 3.5. To note a neutral out-turn position for the RSP for 2026/27.
- 3.6. To approve virements to the budgets in line with the CJC's Financial Procedure Rules.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The CJC in its meeting on 23 January 2026 approved the 2026/27 budget for the CJC, Growth Deal and Investment Zone. Funding of £290,000 for the RSP was awarded by Welsh Government for 2026/27 in March 2026.
- 4.2. The budgets will continue to be monitored and reviewed through the 2026/27 financial year, and the third quarter review will be presented to the CJC in January 2027.

5. FINANCIAL IMPLICATIONS

Corporate Joint Committee

- 5.1. Appendix 1 provides a detailed breakdown of the CJC's expenditure projections per heading against its annual budget.
- 5.2. It is estimated that the net out-turn position at the end of the 2026/27 financial year will be an overspend of £39,874. The main overspend is shown on the external consultants heading, with legal services, programme management and business advisory support received.

Employees

- 5.3. The employees heading is forecasting a net underspend of £149,825. There is an underspend of £94,645 on employee expenditure which consists of around £143,200 underspend on Planning, almost £16,460 overspend on Transport, £4,610 overspend on the CJC and £27,485 spend on the Local Growth Fund (LGF). The Planning employee budget includes a Senior Planning Officer (currently on secondment from Flintshire County Council) and two Planning Officers; it is expected that one Planning Officer post will be filled in the last quarter of the financial year and the other post filled in 2027/28. The employee expenditure on Transport is showing an overspend due to two Transport Officers being recruited during the year to support the Regional Transport Plan (RTP). These posts will be funded by the RTP grant. The CJC employee expenditure is showing a small overspend due to additional resources required to support the CJC. In order to support the transition of the LGF to the CJC, a sum of £200,000 in capacity funding has been allocated to the CJC for 2026/27; this will be used to fund the £27,485 on employee expenditure.
- 5.4. There is a forecasted £64,220 of underspend against the Additional Monitoring Officer and Section 151 Officer Capacity heading. In order to further support governance arrangements

across the CJC (including the Investment Zone and Growth Deal), 1 FTE Monitoring Officer and 0.6 FTE Section 151 Officer was identified to be required in the 2026/27 budget. The Monitoring Officer and Section 151 Officer costs under the support services budget are based on 0.35 FTE and 0.18 FTE respectively (which are then split between CJC and Growth Deal). In order to increase capacity to meet these requirements, an additional £129,790 was budgeted, with £81,110 to the CJC, £16,230 to the Investment Zone and £32,450 to the Growth Deal. During 2025/26, an interim Monitoring Officer was appointed to fulfil the role full time, therefore the costs relating to the role are included within Legal (including Monitoring Officer) External Consultants heading. The estimated expenditure on the Additional Monitoring Officer and Section 151 Officer Capacity heading therefore only relates to the Section 151 Officer Capacity.

External Consultants

- 5.5. The external consultants heading is showing a forecasted overspend of £516,625.
- 5.6. The Legal (including Monitoring Officer) expenditure includes the interim Monitoring Officer, interim Deputy Monitoring Officer and a contracted lawyer, and the estimated overspend is £236,225. The total budget for legal support for 2026/27 is £130,280 (£47,330 Additional Monitoring Officer Capacity, £69,560 within Support Services and £13,390 within Set-up costs) therefore the true forecasted overspend on legal services is £105,945.
- 5.7. The Programme Management costs include support on the transformation of the CJC and also the preparation for the LGF, and the forecasted expenditure on this heading is £254,400. The CJC was awarded a £200,000 grant for 2026/27 to support its implementation and £115,000 of the grant will be used for Programme Management costs. £64,400 of the LGF transition funding will also be used on this heading to support its preparation work.
- 5.8. The Business Advisors heading consists of support from Ambition North Wales's Non- Executive Advisors. Budget has been allocated within the Growth Deal, however, support has also been provided during the financial year to the CJC and the Investment Zone.

Supplies and Services

- 5.9. The forecasted overspend on the supplies and services heading is £435,864. The external consultants within this heading relate specifically to services and is showing an overspend of £394,350 with £155,000 of the overspend attributable to Planning (due to the ability of external consultants bringing forward work on the Strategic Development Plan and providing the required team support) and £204,350 relating to Transport (in order to further support the RTP, including consultancy support with local authorities, policies and the commitments register). The majority of the £155,000 Planning overspend will be funded by the underspend in employee expenditure and the £204,350 Transport overspend will be funded by the RTP grant.
- 5.10. The remaining £108,110 of the £200,000 LGF transition funding is shown on the Local Growth Fund heading until further information is available on the expenditure. In the 2026/27 budget, £141,500 of the £200,000 CJC grant was allocated to projects. It has now expected that most of the £141,500 will be used to fund corporate planning work (shown as £35,000 in the virement column in Appendix 7 on the external consultants heading) and programme management costs. The forecasted spend on this heading is therefore £50,000.

- 5.11. The marketing and events headings are showing an overspend due to attendance in events such as UKREiF and the Eisteddfod. However, there is a forecasted underspend on systems due to Mod Gov expecting to be implemented in 2027/28.

Support Services

- 5.12. The support services heading is showing a forecasted underspend of £101,090. This is due to legal services now being provided by staff within the legal external consultants heading and the recruitment of Cyngor Gwynedd staff providing finance and democratic support to be taken place after the Service Level Agreement has been finalised.

Set-up Costs

- 5.13. There are no costs forecasted against the set-up costs heading therefore leading to an underspend of £71,890. This is due to the CJC being now within its transformation stage and therefore the associated support costs are shown within the external consultants heading.

Income

- 5.14. The income expected for 2026/27 includes the £200,000 CJC implementation grant and £200,000 LGF transition funding. The budget includes the RTP revenue grant from Welsh Government of £100,000, however, a capital allocation of £370,000 will also be received in 2026/27 in order to support the RTP's programme management and monitoring (which will be used to fund additional Transport Officers posts and their associated costs, external consultants and legal and support services). It is estimated that £40,000 of interest income will be received for the financial year. The levy on the constituent authorities for 2026/27 was approved by the CJC in its meeting on 23 January 2026.

Reserves

- 5.15. The reserves balance at 31 March 2026 was £1,636,007, and £624,590 of the reserve has been allocated to the 2026/27 budget to give a balance of £1,011,417. In order to leave a neutral position for 2026/27, a transfer of an additional £39,874 is required from the reserve, therefore the estimated balance at 31 March 2027 is £971,543. It is expected that this will be required for future budgets, with the CJC resourcing requirements increasing and grants such as the CJC implementation grant not expected or confirmed.

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

- 5.16. Appendix 2 provides a detailed analysis of the Growth Deal's (including Shared Prosperity Fund and Local Area Energy Plan) actual expenditure and income per heading up to the end of July 2026, together with a projected full year out-turn against its annual budget.
- 5.17. It is estimated that the net out-turn position at the end of the 2026/27 financial year will be an underspend of £288,174. This is mainly due to underspends in employee expenditure, additional government roles, accountable body support services and external legal, finance and procurement support. An underspend at the end of the financial year will be used to fund future budgets and reduce any increases in future partner contributions.

Portfolio Management Office

- 5.18. There's a £680,896 underspend on the Portfolio Management Office (PMO) and the main underspend is shown on the employee expenditure and additional government roles heading.
- 5.19. The underspend on the employee expenditure heading is £586,668 and this is due to some staff costs that were included within the core budget were subsequently funded by other sources. Around £348,000 of the underspend is due to staff that are now funded by Ambition North Wales's Growth Deal projects, around £16,000 relates to staff working a proportion of their time on the CJC and nearly £38,000 relates to staff working on the Regional Skills Partnership. Funding was awarded for the Local Area Energy Plan for 2026/27, and confirmation was received that the 2025/26 funding for the Shared Prosperity Fund can be claimed up to early 2026/27. These grants were therefore used to fund staff costs, which together contribute to around £121,000 of the underspend. Vacant posts during the year also led to a further underspend of over £60,000 in employee expenditure.
- 5.20. The Additional Government Roles is showing a forecasted underspend of £93,540 due to a proportion of Ambition North Wales's Non-Executive Advisors' time supporting the CJC and Investment Zone and the expected work to be undertaken by the external Commercial Manager is likely to be more on an ad hoc basis this financial year.
- 5.21. The Additional Monitoring Officer and Section 151 Officer Capacity is showing an underspend of £25,690 due to reasons noted in 5.4. The estimated underspend on the Additional Section 151 Officer Capacity is £6,760.
- 5.22. There is an overspend of £20,000 on the Portfolio and Programme Development heading due to work on supporting low carbon energy.

Accountable Body Support Services

- 5.23. The estimated underspend on this heading is £92,690 with the explanation the same as that noted in 5.12.

Joint Committee

- 5.24. The Joint Committee heading shows an overspend of £83,970. The External Legal Support consists of the interim Monitoring Officer and the interim Deputy Monitoring Officer. The total budget for legal support (including the Monitoring Officer) for 2026/27 is £69,970 (£18,930 Additional Monitoring Officer Capacity and £50,740 within Support Services) therefore the true forecasted overspend is £14,300.

Projects

- 5.25. The expected net overspend on this heading is £387,428.
- 5.26. 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 employees' costs within the heading were initially included within the PMO's core budget therefore leading to under/overspends in the respective headings. The expenditure on these headings is funded by the projects' Growth Deal allocation and this is shown in the income section.

- 5.27. There are underspends in external legal, finance and procurement, however, these are partly offset by an overspend of £75,000 in project business case development which relates to support on the Innovation and Growth Fund and the Property Fund Business Cases.

Grant Schemes

- 5.28. The expenditure under this heading includes grant funded Local Area Energy Plan and Shared Prosperity Fund project. The corresponding grants for the £202,170 expenditure are shown in the income section therefore leaving a true neutral position on this heading.

Funding Contributions

- 5.29. The main income streams for 2026/27 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 and the resources reserve.
- 5.30. The forecasted use of the Growth Deal grant for projects is £420,908 compared to the budget of £435,350. This is due to posts on the Growth Deal projects being vacant or filled during the financial year.

Reserves

- 5.31. Appendix 3 shows the estimated reserves balance at 31 March 2027.
- 5.32. The total earmarked reserve balance at 31 March 2026 was £210,977, with no movements expected this year.
- 5.33. The projects reserve balance at 31 March 2026 was £152,300 and there is likely to be no movements on this reserve either this year.
- 5.34. The interest reserve is ringfenced to fund the cost of borrowing in future years. Its estimated balance at 31 March 2027 is £5,218,378 and this includes the partner interest contributions of £154,090. In 2024/25 and 2025/26, interest received on the Growth Deal grant was transferred to the resources reserve; the interest received on the grant balance will revert to the interest reserve at the end of this financial year.
- 5.35. The resources reserve is used to fund the additional government requirements and project development costs, as well as to retain the Portfolio Management Office's capacity. £986,730 of this reserve has been allocated to the 2026/27 budget to give an estimated balance of £3,369,888 at 31 March 2027.

Capital

- 5.36. Appendix 4 shows the revised capital programme as at the end of July 2026.
- 5.37. There is a net reduction of £15.81m in the anticipated expenditure for 2026/27 and this is due to slippage on projects. However, the introduction of the Business Gateway project in the capital profile and the brought forward expenditure on the Reserve List projects have reduced the slippage.

Investment Zone

- 5.38. Appendix 5 provides a detailed breakdown of the Investment Zone's revenue expenditure projections per heading against its annual budget. 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.
- 5.39. The budget for 2026/27 shows the CJC's spend of its allocation of the grant on the Investment Zone Set-Up costs, Legal (includes Monitoring Officer) Support Services and Additional Monitoring Officer and Section 151 Officer Capacity headings. Since the budget were approved, further information has become available on the forecasted spend and the additional resources required. A neutral out-turn position is forecasted for 2026/27.

Employees

- 5.40. The employees heading is showing a forecasted overspend of £69,161. The employee expenditure includes the Chief Executive, Programme Manager, Operations staff and Regional Skills Partnership staff's time on the Investment Zone. The Additional Monitoring Officer and Section 151 Officer Capacity is showing a forecasted underspend of £12,850 due to reasons noted in 5.4.

External Consultants

- 5.41. The external consultants heading is forecasting an overspend of £127,253 arising from business advisory, legal and programme management support.

Supplies and Services

- 5.42. The supplies and services heading is showing an overspend of £146,600 due to expenditure on marketing and communications, events and consultancy support on project assurance and subsidy control.

Support Services

- 5.43. The support services heading is forecasting an underspend of £28,200. The underspend in legal support (with the reason noted in 5.12), is offset by £5,940 of finance services support (including the Section 151 Officer).

Set-up Costs

- 5.44. There are no costs forecasted against the set-up costs heading due to the Investment Zone being in its second year of delivery therefore the associated support costs are shown within the external consultants heading.

Income

- 5.45. The Investment Zone's expenditure for 2024/25 was £83,067 and this was initially funded by the CJC reserve. £20,662 was repaid to the reserve in 2025/26 and therefore the remaining £62,405 is to be repaid in 2026/27.

- 5.46. In order to leave a neutral position for the Investment Zone, interest from the Investment Zone grant balances of £227,589 will be used, in addition to the £200,000 grant allocation. The use of interest is a temporary arrangement as the cash outflows from distributing the Investment Zone grant will reduce the interest income.

Regional Skills Partnership

- 5.47. Appendix 6 provides an analysis of the RSP's actual expenditure and income per heading up to the end of July 2026, with a projected full year out-turn against its annual budget.
- 5.48. The projected out-turn is a neutral position, with the expenditure of £383,470 funded by Welsh Government grant of £290,000, secondment costs recharge plus a reserve of £10,000 to cover the costs of a RSP event.

Virement

- 5.49. Following the financial review and in line with the scheme of virement in the CJC's Financial Procedure Rules, the virements below are recommended to the CJC, Planning, Transport, Growth Deal and Investment Zone budgets for 2026/27, with further detail shown in Appendix 7.

5.50. Corporate Joint Committee

- **Legal:** £47,300 Employees: Additional Monitoring Officer and Section 151 Officer Capacity, £47,600 Support Services: Legal (includes Monitoring Officer) and £13,390 Set-up costs: Legal to External Consultants: Legal (including Monitoring Officer) (therefore total of £108,320 vired).
- **Local Growth Fund:** £200,000 Income: Welsh Government - Local Growth Fund Grant, £27,490 Employees: Employee expenditure (Pay, N.I. & Superannuation), External Consultants: Programme Management £64,400 and £108,110 Supplies and Services: Local Growth Fund.
- **Set-up costs:** £58,500 Set-up costs: External Consultants to External Consultants: Programme Management
- **Implementation Grant:** £35,000 Supplies and Services: External Consultants and £56,500 External Consultants: Programme Management from £91,500 Supplies and Services: Projects

5.51. Strategic Planning

- **Employees:** £143,200 Employee Expenditure (Pay, N.I. & Superannuation) to Supplies and Services: External Consultants
- **Legal:** £10,980 Support Services: Legal (includes Monitoring Officer) to External Consultants: Legal (including Monitoring Officer)

5.52. Transport

- **Legal:** £10,980 Support Services: Legal (includes Monitoring Officer) to External Consultants: Legal (including Monitoring Officer)

- **Regional Transport Grant:** £370,000 Income: Welsh Government – Regional Transport Plan Grant, £54,600 Employees: Employee expenditure (Pay, N.I. & Superannuation), £1,050 Supplies and Services: Tools and equipment, £10,000 Supplies and Services: Marketing and £304,350 Supplies and Services: External Consultants.

5.53. Growth Deal

- **Employees:** £405,910 Employee Expenditure (Pay, N.I. & Superannuation) to Project Delivery – Employees.
- **Legal:** £18,930 Additional Monitoring Officer and Section 151 Officer Capacity and £50,740 Legal (includes Monitoring Officer) Accountable Body Support Services to Joint Committee External Legal Support (therefore total of £69,670 vired).
- **Grants:** Income of £176,000 Welsh Government Local Energy Area Plan grant and £26,170 UK Shared Prosperity Fund with the corresponding expenditure within Grant Schemes.

5.54. Investment Zone

- **Legal:** £9,470 Employees: Additional Monitoring Officer and Section 151 Officer Capacity, £34,140 Support Services: Legal (includes Monitoring Officer) to External Consultants: Legal (including Monitoring Officer) (therefore total of £43,610 vired).
- **Set-up costs:** £7,030 Employees: Employee expenditure (Pay, N.I. & Superannuation), £73,600 External Consultants: Programme Management, £69,000 Supplies and services: External Consultants from £149,630 Set-up Costs: External Consultants.

6. CONSULTATIONS UNDERTAKEN

6.1. The Growth Deal appendices were presented to the Portfolio Board on 11 September 2026.

7. LEGAL IMPLICATIONS

7.1. Senior Officers of Ambition North Wales have contributed to this review.

APPENDICES:

Appendix 1 2026/27 CJC's Revenue Budget – End of July 2026 Review

Appendix 2 2026/27 Growth Deal's Revenue Budget – End of July 2026 Review

Appendix 3 Growth Deal's Reserves Position

Appendix 4 Growth Deal's Capital Profile – End of July 2026 Review

Appendix 5 2026/27 Investment Zone's Revenue Budget – End of July 2026 Review

Appendix 6 2026/27 Regional Skills Partnership's Budget – End of July 2026 Review

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

Subject to the Statutory Finance Officer being satisfied that the proposed movements are permissible under those arrangements and under any applicable grant or external funding conditions, I am satisfied that the recommendations are within the CJC's powers and raise no specific legal or governance concerns.

ii. Statutory Finance Officer:

Report author.

North Wales Corporate Joint Committee's 2026/27 Revenue Budget - July 2026 Review

Appendix 1

	Budget				Expenditure forecast				Forecast
	Strategic Planning	Transport	Corporate Joint Committee	Total Budget	Strategic Planning	Transport	Corporate Joint Committee	Total Expenditure	Overspend / (Underspend)
Expenditure	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Employees									
Employee expenditure (Pay, N.I. & Superannuation)	253,280	116,890	495,550	865,720	110,082	133,346	527,647	771,075	(94,645)
Additional Monitoring Officer and Section 151 Officer Capacity	0	0	81,110	81,110	0	0	16,890	16,890	(64,220)
Lay members allowance	0	0	2,090	2,090	0	0	5,580	5,580	3,490
Training	0	0	6,000	6,000	0	0	10,000	10,000	4,000
Advertising and recruitment costs	0	0	2,000	2,000	500	50	3,000	3,550	1,550
Employees Total	253,280	116,890	586,750	956,920	110,582	133,396	563,117	807,095	(149,825)
External Consultants									
Business Advisors	0	0	0	0	0	0	26,000	26,000	26,000
Legal (including Monitoring Officer)	0	0	0	0	19,977	31,253	184,996	236,225	236,225
Programme Management	0	0	0	0	0	0	254,400	254,400	254,400
External Consultants Total	0	0	0	0	19,977	31,253	465,396	516,625	516,625
Travel									
Travel and subsistence	920	400	1,790	3,110	400	400	2,500	3,300	190
Travel Total	920	400	1,790	3,110	400	400	2,500	3,300	190
Supplies and services									
Premises	0	0	16,070	16,070	0	0	16,070	16,070	0
Tools and equipment	3,390	1,450	6,540	11,380	1,500	2,500	6,540	10,540	(840)
Miscellaneous supplies	920	400	1,780	3,100	920	200	890	2,010	(1,090)
Marketing	0	0	10,000	10,000	0	10,000	29,720	39,720	29,720
Events	0	0	0	0	0	0	30,000	30,000	30,000
Bank costs	0	0	1,720	1,720	0	0	1,720	1,720	0
Engagement and meetings	960	1,200	2,880	5,040	960	600	1,440	3,000	(2,040)
Audit Wales' fees	0	0	41,480	41,480	0	0	41,480	41,480	0
External consultants	250,000	100,000	10,560	360,560	405,000	304,350	45,560	754,910	394,350
Insurance	2,280	1,060	4,530	7,870	2,236	1,035	4,663	7,934	64
Systems	34,940	6,170	14,800	55,910	25,000	0	0	25,000	(30,910)
Projects	0	0	141,500	141,500	0	0	50,000	50,000	(91,500)
Local Growth Fund	0	0	0	0	0	0	108,110	108,110	108,110
Supplies and services Total	292,490	110,280	251,860	654,630	435,616	318,685	336,193	1,090,494	435,864
Support Services									
Finance Services Support (includes S151 Officer)	12,090	11,330	49,080	72,500	7,500	6,740	42,380	56,620	(15,880)
Legal (includes Monitoring Officer)	10,980	10,980	47,600	69,560	0	0	0	0	(69,560)
Democratic Support	14,720	18,390	44,140	77,250	11,740	14,660	35,200	61,600	(15,650)
Corporate Services	7,920	8,610	19,750	36,280	7,920	8,610	19,750	36,280	0
Information Technology	5,250	2,250	10,130	17,630	5,250	2,250	10,130	17,630	0
Support Services Total	50,960	51,560	170,700	273,220	32,410	32,260	107,460	172,130	(101,090)
Set-up costs									
Legal	0	0	13,390	13,390	0	0	0	0	(13,390)
External consultants	0	0	58,500	58,500	0	0	0	0	(58,500)
Investment Zone	0	0	0	0	0	0	0	0	0
Set-up costs Total	0	0	71,890	71,890	0	0	0	0	(71,890)
Total Expenditure Budget	597,650	279,130	1,082,990	1,959,770	598,985	515,994	1,474,666	2,589,644	629,874
Welsh Government - Regional Transport Plan Grant	0	(100,000)	0	(100,000)	0	(470,000)	0	(470,000)	(370,000)
Welsh Government - CJC Grant	0	0	(200,000)	(200,000)	0	0	(200,000)	(200,000)	0
Welsh Government - Local Growth Fund Grant	0	0	0	0	0	0	(200,000)	(200,000)	(200,000)
Interest on balances	0	0	(20,000)	(20,000)	0	0	(40,000)	(40,000)	(20,000)
Contribution from reserve	(209,480)	0	(415,110)	(624,590)	(209,480)	0	(415,110)	(624,590)	0
Total Net Expenditure Budget	388,170	179,130	447,880	1,015,180	389,505	45,994	619,556	1,055,054	39,874

	Base Budget	July 2026	July 2026	Estimated Final	Overspend /
Expenditure	(£)	(£)	Commitments	Position	(Underspend)
			(£)	(£)	(£)
Portfolio Management Office					
Employee Expenditure (Pay, N.I. & Superannuation)	1,651,470	351,846	0	1,064,802	(586,668)
Additional Government Roles	213,540	17,756	34,774	120,000	(93,540)
External Advisor	0	1,623	4,377	6,500	6,500
Additional Monitoring Officer and Section 151 Officer Capacity	32,450	0	0	6,760	(25,690)
Advertising and Assessment of Candidates	5,000	3,805	1,963	7,000	2,000
Travel and Subsistence	10,000	3,101	0	10,000	0
Training	18,000	1,627	844	15,000	(3,000)
Engagement and Meetings	15,000	11,829	132	15,000	0
Communications and Public Relations	25,000	15,478	200	25,000	0
Supplies and Services	15,000	2,317	5,956	15,000	0
Premises	32,150	7,523	0	32,150	0
Portfolio and Programme Development	30,000	1,931	29,569	50,000	20,000
Insurance	15,720	15,222	0	15,222	(498)
Systems	9,870	473	7,500	9,870	0
Total Portfolio Management Office	2,073,200	434,531	85,315	1,392,304	(680,896)
Accountable Body Support Services					
Finance Services Support	116,870	0	0	80,880	(35,990)
Legal (includes Monitoring Officer)	50,740	0	0	0	(50,740)
Democratic Support	29,430	0	0	23,470	(5,960)
Corporate Services	42,970	0	0	42,970	0
Information Technology	42,420	0	0	42,420	0
Total Accountable Body Support Services	282,430	0	0	189,740	(92,690)
Joint Committee					
External Legal Support	18,000	0	0	101,970	83,970
External Financial Fees	10,000	5,590	844	10,000	0
External Audit Fee	28,350	0	0	28,350	0
Business Delivery Board	25,000	0	0	25,000	0
Total Joint Committee	81,350	5,590	844	165,320	83,970
Projects					
Project Business Case Development	100,000	60,632	112,814	175,000	75,000
External Legal Support	150,000	33,233	26,224	100,000	(50,000)
External Finance Support	30,000	0	0	10,000	(20,000)
External Procurement Support	50,000	0	0	11,520	(38,480)
Assurance	25,000	0	0	25,000	0
Project Delivery	0	10,901	40	15,000	15,000
Project Delivery - Employees	0	124,106	69,150	405,908	405,908
Total Projects	355,000	228,872	208,228	742,428	387,428
Grant schemes					
Employee Expenditure - Local Area Energy Project	0	32,420	0	88,524	88,524
Other related costs - Local Area Energy Project	0	0	2,000	22,678	22,678
External Advisor - Local Area Energy Project	0	11,093	47,839	64,798	64,798
Employee Expenditure- Shared Prosperity Fund	0	11,351	0	11,349	11,349
Other related costs - Shared Prosperity Fund	0	681	0	679	679
Shared Prosperity Plans	0	9,600	0	14,142	14,142
Grant schemes Total	0	65,145	49,839	202,170	202,170
Transfers to reserves					
Partner interest contributions	154,090	0	0	154,090	0
Total Transfers to reserves	154,090	0	0	154,090	0
Total Expenditure	2,946,070	734,138	344,226	2,846,052	(100,018)

Growth Deal's 2026/27 Revenue Budget - July 2026 Review

Appendix 2

	Base Budget	July 2026	July 2026 Commitments	Estimated Final Position	Overspend / (Underspend)
Income	(£)	(£)	(£)	(£)	(£)
Funding Contributions					
Partner Contributions					
Conwy County Borough Council	(58,730)	(58,730)	0	(58,730)	0
Denbighshire County Council	(58,730)	(58,730)	0	(58,730)	0
Flintshire County Council	(58,730)	(58,730)	0	(58,730)	0
Cyngor Gwynedd	(58,730)	(58,730)	0	(58,730)	0
Isle of Anglesey County Council	(58,730)	(58,730)	0	(58,730)	0
Wrexham County Borough Council	(58,730)	(58,730)	0	(58,730)	0
Bangor University	(29,380)	(29,380)	0	(29,380)	0
Wrexham University	(29,380)	(29,380)	0	(29,380)	0
Coleg Cambria	(29,380)	(29,380)	0	(29,380)	0
Grŵp Llandrillo Menai	(29,380)	(29,380)	0	(29,380)	0
Local Authorities' Supplementary Contributions					
Conwy County Borough Council	(40,000)	(40,000)	0	(40,000)	0
Denbighshire County Council	(40,000)	(40,000)	0	(40,000)	0
Flintshire County Council	(40,000)	(40,000)	0	(40,000)	0
Cyngor Gwynedd	(40,000)	(40,000)	0	(40,000)	0
Isle of Anglesey County Council	(40,000)	(40,000)	0	(40,000)	0
Wrexham County Borough Council	(40,000)	(40,000)	0	(40,000)	0
Partner Interest Contributions					
Conwy County Borough Council	(18,140)	(18,140)	0	(18,140)	0
Denbighshire County Council	(6,070)	(6,070)	0	(6,070)	0
Flintshire County Council	(9,140)	(9,140)	0	(9,140)	0
Cyngor Gwynedd	(6,780)	(6,780)	0	(6,780)	0
Isle of Anglesey County Council	(28,370)	(28,370)	0	(28,370)	0
Wrexham County Borough Council	(18,970)	(18,970)	0	(18,970)	0
Bangor University	(23,270)	(23,270)	0	(23,270)	0
Wrexham University	(24,250)	(24,250)	0	(24,250)	0
Grŵp Llandrillo Menai	(19,100)	(19,100)	0	(19,100)	0
Other					
North Wales Growth Deal grant	(660,000)	0	0	(660,000)	0
North Wales Growth Deal grant (Projects)	(435,350)	0	0	(420,908)	14,442
Welsh Government Energy Grant	0	(39,527)	0	(176,000)	(176,000)
UK Shared Prosperity Fund	0	(5,687)	0	(26,170)	(26,170)
Arrangement Fees	0	(428)	0	(428)	(428)
Resources Reserve	(986,730)	0	0	(986,730)	0
Total Income	(2,946,070)	(909,632)	0	(3,134,226)	(188,156)
Net Overspend / (Underspend)	0	(175,494)	344,226	(288,174)	(288,174)

	£
Total earmarked reserve at 31 March 2026	(210,977)
Usage in 2026/27	0
Total earmarked reserve at 31 March 2027	(210,977)

	£
Total projects reserve at 31 March 2026	(152,300)
Usage in 2026/27	0
Total projects reserve at 31 March 2027	(152,300)

	£
Total interest reserve at 31 March 2026	(5,064,288)
2026/27 contributions	(154,090)
Total interest reserve at 31 March 2027	(5,218,378) *

	£
Total resources reserve at 31 March 2026	(4,356,618)
Usage in 2026/27	986,730
Total resources reserve at 31 March 2027	(3,369,888)

** Interest on Growth Deal balances will be added at the end of the financial year.*

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	0.36	0.72	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	Cydnherth (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	NWW 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	4.10	2.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.34
Land and property	Wrexham Gateway	Wrexham County Borough Coun	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	Anglesey Council	0.00	0.00	0.00	0.00	0.00	3.32	3.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00
Land and property	Freeport Gateway	Anglesey 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	2.98	4.32	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.30
Land and property	Padeswood	TFW / Network Rail	0.00	0.00	0.00	0.00	0.00	1.40	4.30	4.60	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	1.64	5.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.24
Agri-food and tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	0.00	0.00	0.00	0.00	0.00	4.87	4.79	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	1.71	2.49	2.00	0.00	0.00	0.00	0.00	0.00	0.00	6.20
Agri-food and tourism	Venue Cymru	Conwy Borough Council	0.00	0.00	0.00	0.00	0.00	0.00	2.69	2.31	0.00	0.00	0.00	0.00	0.00	0.00	5.00
Reserve List projects	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	4.00	6.00	6.00	6.00	6.15	0.00	0.00	0.00	28.15
Cost Inflation Reserve	n/a	n/a	0.00	0.00	0.00	0.00	0.00	1.98	1.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.96
Projects Sub Total			0.12	1.66	1.12	10.64	14.46	50.60	83.67	46.10	14.29	6.00	6.17	0.02	0.00	0.00	234.85
2.15% to fund the Ambition North Wales revenue budget			0.22	0.28	0.56	0.71	0.87	0.66	0.45	0.45	0.30	0.25	0.10	0.10	0.10	0.10	5.15
Anticipated expenditure by 31/03			0.34	1.94	1.68	11.35	15.33	51.26	84.12	46.55	14.59	6.25	6.27	0.12	0.10	0.10	240.00
Approved budget (January 2026)			0.34	1.94	1.68	11.35	22.15	67.07	58.83	39.38	24.43	12.47	0.12	0.12	0.07	0.05	240.00
Variance			0.00	0.00	0.00	0.00	-6.83	-15.81	25.29	7.17	-9.84	-6.22	6.15	0.00	0.03	0.05	0.00

	Total Budget	Expenditure Forecast	Forecast Overspend / (Underspend)
Expenditure	(£)	(£)	(£)
Employees			
Employee expenditure (Pay, N.I. & Superannuation)	0	82,011	82,011
Additional Monitoring Officer and Section 151 Officer Capacity	16,230	3,380	(12,850)
Employees Total	16,230	85,391	69,161
External Consultants			
Business Advisors	0	13,000	13,000
Legal (including Monitoring Officer)	0	40,653	40,653
Programme Management	0	73,600	73,600
External Consultants Total	0	127,253	127,253
Supplies and services			
Marketing	0	70,000	70,000
Events	0	7,600	7,600
External consultants	0	69,000	69,000
Supplies and services Total	0	146,600	146,600
Support Services			
Finance Services Support (includes S151 Officer)	0	5,940	5,940
Legal (includes Monitoring Officer)	34,140	0	(34,140)
Support Services Total	34,140	5,940	(28,200)
Set-up costs			
Investment Zone	149,630	0	(149,630)
Set-up costs Total	149,630	0	(149,630)
Transfer to reserve			
Transfer to the CJC reserve	0	62,405	62,405
Total transfer to reserve	0	62,405	62,405
Total Expenditure Budget	200,000	427,589	227,589
Investment Zone	(200,000)	(200,000)	0
Interest on balances	0	(227,589)	(227,589)
Total Net Expenditure Budget	0	0	0

Regional Skills Partnership's Financial Position (July 2026)

Appendix 6

	Budget	July 2026	Estimated Final Position	Overspend / (Underspend)
	(£)	(£)	(£)	(£)
Expenditure				
Employee Expenditure (Pay, N.I. & Superannuation)	270,170	71,852	270,168	(2)
Travel and Subsistence	4,000	675	4,000	0
Supplies and Services	1,000	0	1,000	0
Lightcast and Data City	12,880	0	12,880	0
Website	9,000	0	9,000	0
Consultancy	27,420	0	27,422	2
Cluster Groups allocation	5,000	0	5,000	0
Skills Portal	12,000	0	12,000	0
Events and Meetings	25,000	3,090	25,000	0
Marketing and Communications	17,000	418	17,000	0
Total Expenditure	383,470	76,035	383,470	0
Income				
	(£)	(£)	(£)	(£)
Welsh Government Grant	(290,000)	0	(290,000)	0
Secondment Recharge	(83,470)	0	(83,470)	0
Earmarked Reserve	(10,000)	0	(10,000)	0
Total Income	(383,470)	0	(383,470)	0
Net Overspend / (Underspend)	0	76,035	0	0

	Base Budget				Virements				Total Budget			
	Strategic Planning	Transport	Corporate Joint Committee	Total Budget	Strategic Planning	Transport	Corporate Joint Committee	Total	Strategic Planning	Transport	Corporate Joint Committee	Total Budget
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Expenditure												
Employees												
Employee expenditure (Pay, N.I. & Superannuation)	253,280	116,890	495,550	865,720	(143,200)	54,600	27,490	(61,110)	110,080	171,490	523,040	804,610
Additional Monitoring Officer and Section 151 Officer Capacity	0	0	81,110	81,110	0	0	(47,330)	(47,330)	0	0	33,780	33,780
Lay members allowance	0	0	2,090	2,090	0	0	0	0	0	0	2,090	2,090
Training	0	0	6,000	6,000	0	0	0	0	0	0	6,000	6,000
Advertising and recruitment costs	0	0	2,000	2,000	0	0	0	0	0	0	2,000	2,000
Employees Total	253,280	116,890	586,750	956,920	(143,200)	54,600	(19,840)	(108,440)	110,080	171,490	566,910	848,480
External Consultants												
Business Advisors	0	0	0	0	0	0	0	0	0	0	0	0
Legal (including Monitoring Officer)	0	0	0	0	10,980	10,980	108,320	130,280	10,980	10,980	108,320	130,280
Programme Management	0	0	0	0	0	0	179,400	179,400	0	0	179,400	179,400
External Consultants Total	0	0	0	0	10,980	10,980	287,720	309,680	10,980	10,980	287,720	309,680
Travel												
Travel and subsistence	920	400	1,790	3,110	0	0	0	0	920	400	1,790	3,110
Travel Total	920	400	1,790	3,110	0	0	0	0	920	400	1,790	3,110
Supplies and services												
Premises	0	0	16,070	16,070	0	0	0	0	0	0	16,070	16,070
Tools and equipment	3,390	1,450	6,540	11,380	0	1,050	0	1,050	3,390	2,500	6,540	12,430
Miscellaneous supplies	920	400	1,780	3,100	0	0	0	0	920	400	1,780	3,100
Marketing	0	0	10,000	10,000	0	10,000	0	10,000	0	10,000	10,000	20,000
Events	0	0	0	0	0	0	0	0	0	0	0	0
Bank costs	0	0	1,720	1,720	0	0	0	0	0	0	1,720	1,720
Engagement and meetings	960	1,200	2,880	5,040	0	0	0	0	960	1,200	2,880	5,040
Audit Wales' fees	0	0	41,480	41,480	0	0	0	0	0	0	41,480	41,480
External consultants	250,000	100,000	10,560	360,560	143,200	304,350	35,000	482,550	393,200	404,350	45,560	843,110
Insurance	2,280	1,060	4,530	7,870	0	0	0	0	2,280	1,060	4,530	7,870
Systems	34,940	6,170	14,800	55,910	0	0	0	0	34,940	6,170	14,800	55,910
Projects	0	0	141,500	141,500	0	0	(91,500)	(91,500)	0	0	50,000	50,000
Local Growth Fund	0	0	0	0	0	0	108,110	108,110	0	0	108,110	108,110
Supplies and services Total	292,490	110,280	251,860	654,630	143,200	315,400	51,610	510,210	435,690	425,680	303,470	1,164,840
Support Services												
Finance Services Support (includes S151 Officer)	12,090	11,330	49,080	72,500	0	0	0	0	12,090	11,330	49,080	72,500
Legal (includes Monitoring Officer)	10,980	10,980	47,600	69,560	(10,980)	(10,980)	(47,600)	(69,560)	0	0	0	0
Democratic Support	14,720	18,390	44,140	77,250	0	0	0	0	14,720	18,390	44,140	77,250
Corporate Services	7,920	8,610	19,750	36,280	0	0	0	0	7,920	8,610	19,750	36,280
Information Technology	5,250	2,250	10,130	17,630	0	0	0	0	5,250	2,250	10,130	17,630
Support Services Total	50,960	51,560	170,700	273,220	(10,980)	(10,980)	(47,600)	(69,560)	39,980	40,580	123,100	203,660
Set-up costs												
Legal	0	0	13,390	13,390	0	0	(13,390)	(13,390)	0	0	0	0
External consultants	0	0	58,500	58,500	0	0	(58,500)	(58,500)	0	0	0	0
Investment Zone	0	0	0	0	0	0	0	0	0	0	0	0
Set-up costs Total	0	0	71,890	71,890	0	0	(71,890)	(71,890)	0	0	0	0
Total Expenditure Budget	597,650	279,130	1,082,990	1,959,770	0	370,000	200,000	570,000	597,650	649,130	1,282,990	2,529,770
Welsh Government - Regional Transport Plan Grant	0	(100,000)	0	(100,000)	0	(370,000)	0	(370,000)	0	(470,000)	0	(470,000)
Welsh Government - CIC Grant	0	0	(200,000)	(200,000)	0	0	0	0	0	0	(200,000)	(200,000)
Welsh Government - Local Growth Fund Grant	0	0	0	0	0	0	(200,000)	(200,000)	0	0	(200,000)	(200,000)
Investment Zone	0	0	0	0	0	0	0	0	0	0	0	0
Interest on balances	0	0	(20,000)	(20,000)	0	0	0	0	0	0	(20,000)	(20,000)
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0	0
Contribution from reserve	(209,480)	0	(415,110)	(624,590)	0	0	0	0	(209,480)	0	(415,110)	(624,590)
Total Net Expenditure Budget	388,170	179,130	447,880	1,015,180	0	0	0	0	388,170	179,130	447,880	1,015,180

	Base Budget	Virements	Total Budget
Expenditure	(£)	(£)	(£)
Portfolio Management Office			
Employee Expenditure (Pay, N.I. & Superannuation)	1,651,470	(405,910)	1,245,560
Additional Government Roles	213,540	0	213,540
Additional Monitoring Officer and Section 151 Officer Capacity	32,450	(18,930)	13,520
Advertising and Assessment of Candidates	5,000	0	5,000
Travel and Subsistence	10,000	0	10,000
Training	18,000	0	18,000
Engagement and Meetings	15,000	0	15,000
Communications and Public Relations	25,000	0	25,000
Supplies and Services	15,000	0	15,000
Premises	32,150	0	32,150
Portfolio and Programme Development	30,000	0	30,000
Insurance	15,720	0	15,720
Systems	9,870	0	9,870
Total Portfolio Management Office	2,073,200	(424,840)	1,648,360
Accountable Body Support Services			
Finance Services Support	116,870	0	116,870
Legal (includes Monitoring Officer)	50,740	(50,740)	0
Democratic Support	29,430	0	29,430
Corporate Services	42,970	0	42,970
Information Technology	42,420	0	42,420
Total Accountable Body Support Services	282,430	(50,740)	231,690
Joint Committee			
External Legal Support	18,000	69,670	87,670
External Financial Fees	10,000	0	10,000
External Audit Fee	28,350	0	28,350
Business Delivery Board	25,000	0	25,000
Total Joint Committee	81,350	69,670	151,020
Projects			
Project Business Case Development	100,000	0	100,000
External Legal Support	150,000	0	150,000
External Finance Support	30,000	0	30,000
External Procurement Support	50,000	0	50,000
Assurance	25,000	0	25,000
Project Delivery - Employees	0	405,910	405,910
Total Projects	355,000	405,910	760,910
Grant schemes			
Employee Expenditure - Local Area Energy Project	0	88,520	88,520
Other related costs - Local Area Energy Project	0	22,680	22,680
External Advisor - Local Area Energy Project	0	64,800	64,800
Employee Expenditure- Shared Prosperity Fund	0	11,350	11,350
Other related costs - Shared Prosperity Fund	0	680	680
Shared Prosperity Plans	0	14,140	14,140
Grant schemes Total	0	202,170	202,170
Transfers to reserves			
Partner interest contributions	154,090	0	154,090
Total Transfers to reserves	154,090	0	154,090
Total Expenditure	2,946,070	202,170	3,148,240

	Base Budget	Virements	Total Budget
Income	(£)	(£)	(£)
Funding Contributions			
Partner Contributions			
Conwy County Borough Council	(58,730)	0	(58,730)
Denbighshire County Council	(58,730)	0	(58,730)
Flintshire County Council	(58,730)	0	(58,730)
Cyngor Gwynedd	(58,730)	0	(58,730)
Isle of Anglesey County Council	(58,730)	0	(58,730)
Wrexham County Borough Council	(58,730)	0	(58,730)
Bangor University	(29,380)	0	(29,380)
Wrexham University	(29,380)	0	(29,380)
Coleg Cambria	(29,380)	0	(29,380)
Grŵp Llandrillo Menai	(29,380)	0	(29,380)
Local Authorities' Supplementary Contributions			
Conwy County Borough Council	(40,000)	0	(40,000)
Denbighshire County Council	(40,000)	0	(40,000)
Flintshire County Council	(40,000)	0	(40,000)
Cyngor Gwynedd	(40,000)	0	(40,000)
Isle of Anglesey County Council	(40,000)	0	(40,000)
Wrexham County Borough Council	(40,000)	0	(40,000)
Partner Interest Contributions			
Conwy County Borough Council	(18,140)	0	(18,140)
Denbighshire County Council	(6,070)	0	(6,070)
Flintshire County Council	(9,140)	0	(9,140)
Cyngor Gwynedd	(6,780)	0	(6,780)
Isle of Anglesey County Council	(28,370)	0	(28,370)
Wrexham County Borough Council	(18,970)	0	(18,970)
Bangor University	(23,270)	0	(23,270)
Wrexham University	(24,250)	0	(24,250)
Grŵp Llandrillo Menai	(19,100)	0	(19,100)
Other			
North Wales Growth Deal grant	(660,000)	0	(660,000)
North Wales Growth Deal grant (Projects)	(435,350)	0	(435,350)
Welsh Government Energy Grant	0	(176,000)	(176,000)
UK Shared Prosperity Fund	0	(26,170)	(26,170)
Resources Reserve	(986,730)	0	(986,730)
Total Income	(2,946,070)	(202,170)	(3,148,240)
Net Overspend / (Underspend)	0	0	0

Investment Zone's 2026/27 revenue budget

Appendix 7

	Base Budget	Virements	Total Budget
Expenditure	(£)	(£)	(£)
Employees			
Employee expenditure (Pay, N.I. & Superannuation)	0	7,030	7,030
Additional Monitoring Officer and Section 151 Officer Capacity	16,230	(9,470)	6,760
Employees Total	16,230	(2,440)	13,790
External Consultants			
Legal (including Monitoring Officer)	0	43,610	43,610
Programme Management	0	73,600	73,600
External Consultants Total	0	117,210	117,210
Supplies and services			
External consultants	0	69,000	69,000
Supplies and services Total	0	69,000	69,000
Support Services			
Legal (includes Monitoring Officer)	34,140	(34,140)	0
Support Services Total	34,140	(34,140)	0
Set-up costs			
Investment Zone	149,630	(149,630)	0
Set-up costs Total	149,630	(149,630)	0
Total Expenditure Budget	200,000	0	200,000
Investment Zone	(200,000)	0	(200,000)
Total Net Expenditure Budget	0	0	0

NORTH WALES CORPORATE JOINT COMMITTEE

25 September 2026

TITLE: Medium Term Financial Strategy and Plan 2026/27-2029/30

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

1. PURPOSE OF THE REPORT

- 1.1. The purpose of this report is to present a draft Medium-Term Financial Strategy (MTFS) and a related Medium Term Financial Plan (MTFP) to the North Wales Corporate Joint Committee for consideration and approval.
- 1.2. The Strategy and Plan was due to be scrutinised by the Governance and Audit Sub-Committee on 15 September, but the meeting was postponed due to member availability.

2. DECISION SOUGHT

- 2.1. To provide guidance to officers on the CJC's appetite towards the use of reserves when preparing the budget for 2026/27.
- 2.2. Approve the Medium-Term Financial Strategy in Appendix 1 and Medium-Term Financial Plan in Appendix 2, subject to the decision made in 2.1 above.

3. REASON FOR THE DECISION

- 3.1. The Medium-Term Financial Strategy sets out the high-level Strategic Principles of the North Wales Corporate Joint Committee under the following headings:
 - Sustainable choices
 - Resilient funding and balance sheet
 - Deliverable portfolio and corporate resources
 - Transparent governance and partnership
- 3.2. The strategy sets out how the CJC will make sustainable financial choices, manage uncertainty and maintain the capacity to deliver its statutory responsibilities and agreed regional programmes over the proposed MTFP period. It sets the strategic framework, risk appetite, decision rules and governance expectations within which the MTFP is prepared, challenged, approved and monitored. The strategy will be reviewed annually and rolled forward in accordance and alignment with the financial plan.
- 3.3. The Medium-Term Financial Plan (MTFP) sets out the financial outlook for the 3-year period commencing on 1 April 2027.
- 3.4. These estimates are based on the latest available forecasts about the change in income the CJC will receive over the period (mainly through levy and Government Grant), and the additional spending requirements over the same period.

- 3.5. The Corporate Joint Committee's adoption of the Medium-Term Financial Plan will allow the CJC to consider the work needed to create detailed plans to address the funding requirements for 2027/28 – 2029/30. Following the adoption of an MTFP, the draft budget for 2027/2028 will be presented to the Governance and Audit Sub-Committee on 15 December 2026 and then to the North Wales Corporate Joint Committee on 29 January 2027, as required by statute.
- 3.6. At its meeting on 19 June 2026, the Corporate Joint Committee requested further reports to provide further information regarding:
- The CJC's staff over the past three years and the plans in moving forward,
 - providing an analysis of the underspend and the use of reserves over the next few years together with the required percentage of reserves.
 - Any financial obligations of delaying the levy for 2027-28

CJC Staffing

- 3.7. The table below shows the staffing costs of the Corporate Joint Committee (corporate, transport and planning) financed through the levy or specific grants since 2023/24:

	2023/24	2024/25	2025/26	2026/27 (estimated)
Employee Costs	£92,514	£100,566	£368,228	£771,075

Summary

- 3.8. The information contained in the appendices provides the following information on the second and third points shown in 3.6 above:
- No underspend is envisaged on CJC activities for the 2026/27 financial year, as shown in the budget review report which is a separate item on the meeting agenda.
 - Using all of the CJC's reserves (apart from 5% of the gross budget to be held as general reserve) would not be sufficient to allow a freeze on the levy increase, let alone delaying the levy for 2027-28.
 - Delaying the levy for 2027-28 would mean a funding gap of over £1m which would lead to the CJC being unable to fulfil its statutory duties or set a lawful budget.
- 3.9. There is, therefore, a significant risk of severe financial instability from not taking early and decisive action to consider the situation and take remedial action.

Reserves Strategy

- 3.10. Like any other organisation, it is a requirement of fiscal responsibility that the North Wales Corporate Joint Committee should hold general reserves. Although there is no specific formula for the level of general reserves that should be held, as a rule a level of approximately 5% of gross revenue expenditure is deemed to be a prudent level, subject to any specific local circumstances. The MTFP proposes that the General Reserves should represent 5% of the 2027/28 gross revenue budget of the CJC.

Use of Reserves

- 3.11. The MTFP as presented gives the Corporate Joint Committee an opportunity to consider how much of the current reserves it wishes to use in setting the budget for 2027/28. For example, using all earmarked reserves (excluding any Growth Deal or Investment Zone reserves which

are ring-fenced) would lead to a levy increase of around 22%, while not using any of these would mean a levy increase of around 113%. Of course, using a proportion of the reserves would mean a levy increase somewhere between these two figures.

- 3.12. To this end, section 7.2 of the MTFP (Appendix 2) sets out four scenarios for the use of the reserves that are expected to have accrued by the start of the 2027/28 financial year. Each of these options would have a consequential effect on the levy on the constituent authorities:

Option 1 - Keep the levy the same as 2026/27 and use the reserves to balance the budget

- 3.13. This option is to freeze the levy in 2027/28 at the same rate as 2026/27 and to use reserves to fill the funding gaps, after keeping 5% of 2027/28 gross revenue expenditure as a General Reserve. This would require £1,148,650 of reserves, which the CJC does not have. This proposal is therefore not feasible as there would be a funding deficit of £308,799.
- 3.14. Since freezing the levy is not feasible, it follows that not charging a levy at all in 2027/28 is not possible either.

Option 2 - Increase the levy and not using reserves

- 3.15. With this option, the CJC would retain the reserves it expects to have in place at the end of 2026/27 and make no further use of them. Although this means that reserves would be available to balance the budget in future years, this cannot be justified in that all the constituent authorities would face an 113% increase in their levy for 2027/28.

Option 3 - Increase the levy and use a proportion of the reserves available

- 3.16. This option involves using 50% of the available reserves at the start of each financial year for 2027/28, 2028/29 and 2029/30. This would provide a balance of being able to use some of the reserves in each of three financial years in order to dampen the levy increases. With this option, the levy would need to increase by approximately 71% in 2027/28, but with lower increases of approximately 10% in the following two years.

Option 4 - Use all the available reserves (£839,850) in 2027/28

- 3.17. This option involves using all the available reserves to set the 2027/28 budget, keeping the levy increases at approximately 30%. The effect of this is that there would not be reserves available to balance the budgets in 2028/29 and 2029/30, leading to levy increases of over 60% for the 6 constituent councils in 2028/29 but with a smaller increase in 2029/30.
- 3.18. Members of the Corporate Joint Committee are asked to give officers guidance on their preferred options of the above.

APPENDICES:

Appendix 1: Draft Medium Term Financial Strategy 2026/27 – 2029/30

Appendix 2: Draft Medium Term Financial Plan 2026/27 – 2029/30

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“Subject to the Statutory Finance Officer being satisfied that the proposed virements and use of reserves are consistent with those arrangements and with any applicable conditions attaching to the relevant funding streams, there are no specific legal or governance issues arising from the recommendations in the report.”

ii. Statutory Finance Officer:

Report author.

Medium Term Financial Strategy 2026/27-2029/30

1. Introduction

Growth Deal and the North Wales Economic Ambition Board

The North Wales Economic Ambition Board (NWEAB) was established as a joint committee in 2018 as agreed in a first stage Governance Agreement, which was approved by all partners (6 local authorities and 4 education partners) in June and July 2018.

The UK Government confirmed an allocation of £120 million for the Growth Deal in the Chancellor's Budget held on the 29 October 2018. Confirmation was received from the Welsh Government that they would match this sum on the 21 December 2018. This meant that a budget of £240 million was in place to deliver projects within the Growth Deal. The Joint Committee was to be the key body to oversee the Growth Deal and to represent the interests of the parties and its stakeholders. NWEAB was also responsible for monitoring project progress and managing the political dimensions of the Growth Deal.

In addition, NWEAB would also oversee the Regional Growth Strategy and take all necessary decisions to facilitate and implement its delivery.

A Proposition Document, which set out a package of bold measures and interventions to deliver sustainable and inclusive economic growth in North Wales, was approved by all partners in September and October 2018. This document identified 16 projects to be funded through the Growth Deal, with details on costs, outcomes and timeline for delivery included. At that time, the total sum that was targeted from the Growth Deal was £334m of capital funding and £8m of revenue funding.

The Portfolio Management Officer (PMO) was set up to manage the Growth Deal on behalf of the partners, led by the Portfolio Director.

Corporate Joint Committee

Part 5 of the Local Government and Elections (Wales) Act 2021, Collaborative Working by Principal Councils, sets out the Welsh Government's powers to make regulations with regards to Corporate Joint Committees in Wales. In particular, regulations 11 to 14 of the North Wales Corporate Joint Committee (Wales) Regulations 2021 outline the following as functions of the North Wales CJC:

Economic Well-being. The economic well-being function is granted to the North Wales CJC as set out in section 76 of the Local Government and Elections (Wales) Act 2021. A corporate joint committee which has been granted the economic well-being function may do anything which it considers is likely to promote or improve the economic well-being of its area.

Developing transport policies. The function of developing policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within their area and to develop policies for the implementation in their area of the Wales Transport Strategy, in respect of the area of each constituent council, to be exercised by the North Wales CJC, and not by the constituent council.

Strategic planning functions. The North Wales CJC has the function of preparing a strategic development plan.

Regulation 14 states that – (1) the North Wales CJC may do anything (a) to facilitate, or (b) which is incidental or conducive to, the exercise of its functions under these Regulations or any other enactment. This includes (a) incurring expenditure; (b) charging fees; (c) acquiring or disposing of property or rights.

Growth Deal Transfer

On 1 April 2025, the functions of the North Wales Economic Ambition Board were transferred to the North Wales Corporate Joint Committee under the CJC's statutory duty for economic well-being.

Funding of the Corporate Joint Committee

The Corporate Joint Committee has no tax-raising powers.

Growth Deal revenue costs are funded by a combination of a top-slice of the capital grant and partner contributions. Similarly, revenue costs associated with Investment Zones are grant-funded.

For all functions except the Growth Deal and Investment Zones, for each financial year the North Wales CJC must calculate its net revenue requirement attributable to—

- (a) its strategic planning functions and
- (b) its other functions.

The net revenue requirements relating to the strategic planning functions (including an appropriate proportion of administration costs and other overheads) is apportioned to the Constituent Councils and Eryri National Park Authority, whilst the net revenue requirement for all other functions (except strategic planning, the Growth Deal and Investment Zones) are apportioned to the Constituent Councils. Apportionments must be agreed unanimously.

Therefore, the budget is set on an annual basis and, apart from the specific matters described above, there is no long-term sustainable funding mechanism whereby Ambition North Wales is funded directly the Welsh Government.

Why the MTFS is needed now

As an organisation whose functions continue to be developed and guided by Welsh Government, Ambition North Wales must ensure that it has the necessary resources in place to fulfil its statutory duties and functions. Whilst the budget is set annually, no later than the end of January, there must be a strategic approach to considering the ability of the organisation to continue to operate as required. This not only

allows Ambition North Wales to be clear about its direction but also is transparent and open with the constituent council and national park authority.

2. Purpose of the MTFS

Welsh Government CJC guidance states that CJs are public bodies and part of the local government family and should demonstrate good governance from the outset. The Medium-Term Financial Strategy (MTFS) proposes principles established on CIPFA and Welsh Government expectations regarding good governance, financial sustainability, risk management, stewardship and accountability.

The strategy sets out how the CJC will make sustainable financial choices, manage uncertainty and maintain the capacity to deliver its statutory responsibilities and agreed regional programmes over the current Medium-Term Financial Plan (MTFP) period. It sets the strategic framework, risk appetite, decision rules and governance expectations within which the MTFP is prepared, challenged, approved and monitored. The strategy will be reviewed annually and rolled forward in accordance and alignment with the financial plan.

The Strategy is intended to:

- support sustainable financial decision-making;
- integrate finance, workforce, risk and performance planning;
- distinguish clearly between levy-funded activity and programme-funded activity;
- support transparent decision-making by Members and levy-paying bodies.

Relationship with the MTFP

MTFS: strategic framework	MTFP: quantified financial plan
Sets principles, objectives, risk appetite, decision rules and governance.	Shows income, expenditure, levy, reserves, cash flow, capital and borrowing forecasts across 2026/27-2029/30.
Explains how the CJC will assess resilience and make choices.	Shows the financial consequences of current assumptions and proposed choices.
Should remain relatively stable, subject to annual review.	Should be refreshed annually and rolled forward in accordance with financial planning processes.



3. Strategic principles

1. Sustainable choices

Principle: The CJC will assess decisions over the full planning timeline, aligning resources and commitments with statutory responsibilities and agreed regional priorities.

It is a fundamental principle that any statutory local authority organisation such as Ambition North Wales must be able to set a balanced budget. As such, significant local government finance legislation is as relevant to the CJC as it is to a principal council, in particular Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988, amongst others. As a Corporate Joint Committee, Ambition North Wales is a levying body and has no tax-raising powers of its own.

The primary sources of revenue income for the Portfolio Management Office, which administers the North Wales Growth Deal, is a 2.15% “top slice” of the £240 million capital grants provided by the UK and Welsh Governments, and agreed partner contributions from six constituent councils and four further and higher education establishments.

Similarly, revenue costs associated with Investment Zones are grant-funded through an agreed administration “top slice”.

Other functions of the Corporate Joint Committee are primarily funded through raising a levy on the six constituent councils and Eryri National Park Authority. By statute, the budget and its apportionment to the levy-paying bodies must be agreed by 31 January before the start of the relevant financial year. As part of the Medium-Term Financial Strategy, Ambition North Wales will be transparent with the levy-paying bodies and will hold discussions on both member and officer level on its funding requirements.

Developing the budget will be an iterative process, with both the Governance and Audit Sub-Committee and the Corporate Joint Committee being informed regularly during the budgeting process on the likely level of the levy, and any new financial commitments that will need to be considered.

The strategy will be openness on the expenditure requirements, and of the consequences of not agreeing funding.

As part of the statutory duties, if all else fails, the Section 151 Officer must produce a report under Section 114 of the Local Government Finance Act 1988 (a “Section 114 Notice” if he is of the opinion that the Corporate Joint Committee or a person holding any office or employment under the CJC —

- (a) has made or is about to make a decision which involves or would involve the authority incurring expenditure which is unlawful,
- (b) has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the CJC, or
- (c) is about to enter an item of account the entry of which is unlawful.

2. Resilient funding and balance sheet

Principle: The CJC will manage income, reserves, cash flow, treasury, borrowing and contingencies as an integrated system of financial resilience.

The financial strategy for the Growth Deal will continue to take a whole life view up to the end of the Deal in 2034/35., and the financial forecasts of the capital expenditure up to the end of the Deal in 2034/35 will be continuously reviewed. As has been the case since the inception of the growth deal, this whole life overview will include an overview of capital expenditure profiles, expected reserves, cash flow and any related borrowing requirements, the timing of grant payments, NDR retention, and the related revenue requirements to support the Portfolio Management Office. There will be clear arrangements in place for dealing with the end of the Growth Deal, which will be demonstrated in the Medium-Term Financial Plan.

Similarly, the Flintshire and Wrexham Investment Zone will be funded through specific government grant, with a clear revenue expenditure envelope. This funding will also be kept under constant review to ensure that the total revenue expenditure does not exceed the resources available.

In terms of the other functions of Ambition North Wales, these are matters primarily funded by the levy raised on constituent authorities. In line with a commitment to transparency, the use of the levy will be communicated clearly to the constituent authorities, and the reasoning behind the budget requirements of Ambition North Wales should be demonstrable.

3. Deliverable portfolio and corporate resources

Principle: The CJC will ensure that organisational capacity, capability, governance arrangements and financial resources develop in step with its expanding statutory responsibilities, programme portfolio and role as a corporate public body.

Ambition North Wales continues to develop as it is given additional duties and responsibilities by both Welsh Government and UK Government. As a result, there will be a constant review of the capacity requirements of the organisation to ensure that it can continue to deliver these functions. This includes a need for the Medium-Term Financial Plan to include an honest and clear overview of the need to develop Ambition North Wales as a statutory local authority body. These resources will include the need for sufficient and justifiable staffing structures and the setting-up of the governance structures required for such an organisation, both in terms of good practice and as required by statute.

This includes ensuring sufficient support for the statutory officers and their teams.

Regular reviews of the Medium-Term Financial Plan will therefore include an assessment of staffing structures moving forwards for the next three years.

4. Transparent governance and partnership

Principle: The CJC will make assumptions, risks, choices and accountabilities visible, supporting informed Member decisions and early engagement with levy-paying bodies.

As Ambition North Wales matures as an organisation over the term of this Financial Strategy, the budgeting process will also develop. Regular reviews of the Medium-Term Financial Plan, with formal consideration by both the Governance and Audit Sub-Committee (for independent overview) and the full Corporate Joint Committee (for formal adoption) every autumn, will allow the budgeting process to be a truly iterative process, with the developing picture being clear to all members by the time of setting the formal budget in January.

This includes being clear within the MTFP of the assumptions made in developing the budget requirements.

4. Financial Planning Architecture

The MTFS is supported by a Medium-Term Financial Plan covering the period 2026/27-2029/30.

The MTFP presents an overview of the following into a single view of the CJC's medium-term financial position:

- core levy-funded activity;
- statutory functions;
- programme expenditure;
- reserves;
- cash flow;
- borrowing requirements;
- workforce implications.

5. Assumptions and Scenarios

The MTFS will be supported by the development of a controlled assumption register during 2026/27.

In developing the MTFP, a number of assumptions have been made which are explained in the document. These key assumptions should include inflation, pay awards, grant funding, borrowing costs, programme delivery profiles and new CJC responsibilities.



6. Risk Appetite and Decision Rules

The CJC has a low appetite for:

- expenditure that may be *ultra vires*;
- unsupported recurring expenditure;
- depletion of general reserves below the threshold recommended by the Statutory Finance Officer without a replenishment strategy;
- committing to new expenditure after the budget has been approved, leading to the need of an in-year supplementary budget;
- financial decisions that threaten statutory delivery.

The CJC has a moderate appetite for:

- investment without sufficient due diligence
- externally funded programme delivery risk;
- managed borrowing where affordability can be demonstrated.

7. Governance and Accountability

The Strategy recognises all levy-paying bodies and relevant statutory partners and seeks to support transparent and informed decision-making.

8. Monitoring and Evaluation

The MTFS will be monitored through:

- quarterly budget monitoring;
- quarterly resilience reporting;
- risk reporting;
- programme performance reporting.

9. Annual Financial Resilience Assessment

The Statutory Finance Officer will provide an annual assessment of financial resilience alongside the MTFP.

This assessment should consider:

- sustainability of the revenue position;
- adequacy of reserves;
- affordability of borrowing;
- funding and grant dependency;
- workforce sustainability;
- programme affordability and delivery risk;
- effectiveness of governance and financial controls.



10. Conclusion

- The MTFS will be reviewed annually alongside the Medium-Term Financial Plan.
- The financial planning period will be rolled forward as part of the annual budget-setting and financial planning process.
- The Strategy may be reviewed earlier where there is a significant change in funding arrangements, statutory responsibilities, governance arrangements or financial risk exposure.
- The Statutory Finance Officer will advise on any amendments required to ensure continued alignment with the MTFP and relevant legislation, guidance and professional standards.

Medium Term Financial Plan 2026/27 – 2029/30

1. Executive Summary

1.1 Purpose of the MTFP

This Medium-Term Financial Plan (MTFP) will provide a framework for planning and managing the financial resources of Ambition North Wales over the medium term. Its purpose is to ensure that we plan effectively for its statutory obligations, maintain financial sustainability and support the achievement of its strategic objectives.

1.2 Plan Period

The period of this plan is 2027/28 to 2029/30. This plan will be reviewed and updated annually to reflect on the latest information.

1.3 Key Assumptions

The financial forecasts contained within the plan follow the application of a number of key assumptions, including:

- Expected inflation levels.
- National salary awards.
- Welsh Government funding and grants.
- Contributions of the constituent authorities.
- Changes in demand and service activity.
- Impact of new policies and legislation.

To ensure the accuracy of these assumptions we will review them regularly as new information becomes available

1.4 Overall Financial Position

By the end of the 2025/26 period, Ambition North Wales, the North Wales Corporate Joint Committee (CJC) was in a stable financial position, with a funding model based on a combination of constituent authority levies, partner contributions, grants and other sources of income. During 2025/26, the CJC (including Growth Deal) used grants and contributions worth £18.2m and received £2.2m of interest income. The organisation also managed a prudent level of reserves and significant investments to support the delivery of key regional programmes, including the Growth Deal, the Regional Transport Plan and Strategic Planning work.

However, it was noted that the CJC held more reserves than was necessary to remain prudent and the 2026/27 included significant use of reserves in order to minimise the increase in the levy.

The financial outlook over the period of this plan reflects employment cost pressures, inflation and grant funding risks, but also shows significant opportunities to secure further investment in the region.

1.5 Main Risks and Opportunities

Risks

- Inflation and cost pressures higher than forecasts.
- Salary awards and employment costs exceed the provision in the budget.
- Changes to constituent authority, Welsh Government and UK Government funding levels or grant arrangements
- Reliance on grant funding and fixed-term funding sources for strategic programmes.
- Risks of recruiting and retaining staff in specialist areas and key functions.
- Delays in securing or delivering externally funded projects.
- Changes to national and regional legislation, policies or priorities.
- Unnecessary cost of borrowing
- NDR income on Growth Deal projects not received or lower than forecast
- Investment Zone grant funding not available to fund project expenditure
- Investment Zone administration expenditure higher than the funding available

Opportunities

- Securing grant funding and additional investment for regional programs.
- Develop and deliver the North Wales Growth Deal and the Flintshire and Wrexham Investment Zone.
- Strengthen regional collaboration arrangements and shared services.
- Improve operational efficiency and achieve greater value for money.
- Increase investment income and develop new sources of income where appropriate.
- Develop organisational capacity and strategic financial planning to support growth and deliver on the CJC's priorities.

1.6 Summary of the Budget Gap

Whilst there are clear opportunities arising from the increase in the statutory duties on Ambition North Wales to improve regional working and attract significant investment into the region, there remains the challenge of securing funding. The CJC is reliant on the levy that is paid by the 6 constituent councils (plus Eryri National Park Authority for Strategic Planning matters), and the statutory process of setting the annual budget involves agreement on the amount of levy to charge, and its apportionment amongst the authorities.

Work on developing the Medium-Term Financial Plan shows that the following amounts will need to be funded by a combination of levy and use of reserves for the relevant expenditure headings.

	2027/28 (£)	2028/29 (£)	2029/30 (£)
Total Non-levy Income	(470,000)	(470,000)	(470,000)
Total Expenditure	2,633,830	2,593,000	2,682,080
Deficit to be funded by levy and reserves	2,163,830	2,123,000	2,212,080

2. Strategic Context

2.1 Objectives, Priorities and Programmes

The statutory duties of Ambition North Wales, the North Wales Corporate Joint Committee are set out in regulations made in accordance with the Welsh Government's powers as outlined in the Local Government and Elections (Wales) Act 2021. In particular, regulations 11 to 14 of the North Wales Corporate Joint Committee Regulations 2021 outline the statutory functions of Ambition North Wales:

- Economic Well-being
- Development of Regional Transport Policy
- Strategic Planning

A significant factor in fulfilling the Economic Well-being duty was the transfer of the North Wales Growth Deal from the North Wales Economic Ambition Board, a standalone Joint Committee (pursuant to the Local Government Act 1972) with Cyngor Gwynedd as the host authority, to the North Wales Corporate Joint Committee, Ambition North Wales, a standalone corporate body on 1 April 2025.

In order to fulfil these statutory powers, Ambition North Wales is responsible for carrying out strategic and regional functions across North Wales, working in partnership with the constituent authorities, Welsh Government, UK Government and other key stakeholders. The Medium-Term Financial Plan provides the financial framework that supports the delivery of these priorities in a sustainable and affordable manner.

Throughout the scheme period, we will continue to focus on fulfilling our statutory functions and developing programmes that contribute to the economic growth, connectivity and sustainability of the region. The main strategic priorities include:

- Develop and implement the Strategic Development Plan for North Wales.
- Delivering the Regional Transport Plan and supporting better connectivity across the region.
- Lead and deliver the North Wales Growth Deal and its portfolio of programmes and projects.
- To support the development and operation of the Flintshire and Wrexham Investment Zone.
- Developing the skills and capacity of the workforce through the work of the Regional Skills Partnership.
- Ensure sound governance, performance and financial management arrangements.
- To develop the organisational and operational capacity of the CJC to meet the organisation's growing responsibilities.

We seek to ensure that financial resources are directed to these priorities whilst maintaining financial resilience and effective risk management. In developing the plan, consideration will be given to the resources available, the financial pressures facing the public sector, and the need to deliver value for money while delivering outcomes for communities, businesses and stakeholders across North Wales.

This plan also reflects the importance of regional working and ensuring that the CJC's investments contribute to achieving the vision of a more vibrant, sustainable and resilient economy for North Wales, supporting economic growth, skills development and strategic infrastructure improvements across the region.

2.2 External Factors Affecting the Financial Situation

The financial position of the CJC will be influenced by a number of external factors that may affect the organisation's funding levels, costs and priorities. These factors will be monitored and taken into account in the development and updating of the plan.

Factor	Potential Impact
Funding from the Partners	A reluctance to continue to support Ambition North Wales financially, leading to insufficient levy.
Government Funding	Changes to funding levels, grant arrangements or grant profile.
Inflation	Increase in employment, contract, and service costs.
Economic Conditions	Impact on operating costs, investment and funding opportunities.
Policy Developments and Legislation	New requirements or changes to the priorities of the CJC.
Stakeholder Expectations	Pressure to deliver regional outcomes and achieve value for money.

We will regularly review the impact of these factors as part of our financial planning, risk management and budget-setting arrangements.

3. Planning Assumptions

The financial forecasts in this plan are based on a number of assumptions regarding income, expenditure and economic conditions. These assumptions are used as a basis for the development of the financial forecasts over the period of the plan.

3.1 Income Assumptions

The following table summarises the main income assumptions used in the preparation of the plan.

Area	Assumption
Partner Contributions (Growth Deal)	Contribution from 6 councils and 4 education bodies to fund the implementation of the Growth Deal. This is a contractually agreed amount, and its implementation is not dependent on wider levy decisions. This MTFP assumes that the partner contributions will continue as agreed between the partners.
Levy Income	In accordance with statutory requirements, the levy will continue to be levied on the 6 constituent councils and Eryri National Park Authority. The amount to be collected by levy, and its allocation to the constituent members, must be determined before the end of January for the following financial year.
Project Funding	It is envisaged that 2.15% of the Growth Deal grant can continue to be used towards the Portfolio Management Office revenue costs
Interest Income	Based on cash levels and interest rates forecast by the Bank of England and the appointed treasury management consultants.
Partner Interest Contributions	Based on NDR income, capital expenditure profile, grant profile and forecasted interest rate

3.2 Expenditure Assumptions

The following table summarises the main expenditure assumptions used in the preparation of the plan.

Area	Assumption
Staffing structure	That the staffing structure of the CJC will need to reflect current and emerging duties placed on the organisation.
Salary Awards	In line with the latest national forecasts and the information available.
Salary Increases	Includes contractual costs where applicable.
National Insurance	Reflects any known changes to contribution rates.
Pension Contributions	Based on expected employer rates and will reflect any known changes to contribution rates.
Inflation	Includes provision for employment costs, contracts and services. Assumptions are made in accordance with the latest forecast information available from the Bank of England and the appointed treasury management consultants.
Third party costs	Will include prudent assumptions of the costs of the support services provided by Cyngor Gwynedd and other third-party providers, as set out in contracts and service level agreements.
Property Costs	Includes utility charges, rents and associated costs where applicable.

3.3 Reviewing Assumptions

As already stated, the assumptions used in the plan will be reviewed and updated regularly to ensure that they reflect the most recent information and circumstances. This will need to be undertaken at least annually, but in practice it will need to be undertaken during the year as emerging data and information is received. Any material changes to funding levels, inflation, employment costs or economic conditions will be taken into account when updating the financial forecasts.

4. Financial Base

4.1 Base Budget for the Current Year

The following is the 2026/27 base budget for the Corporate Joint Committee, as approved on 23 January 2026. It does not include costs relating to the North Wales Growth Deal, Investment Zone or the Regional Skills Partnership which are not funded through the levy, but by a separate contractual agreement and grant.

Category	2026/27 Budget (£)
Employees	956,920
Travel	3,110
Supplies and Services	654,630
Support services	273,220
Set-up Costs	71,890
Income (non-levy, including contributions from reserves)	(944,590)
Total Net Expenditure	1,015,180

4.2 Financial Forecast Starting Point

The baseline budget is used as the basis for the development of the financial forecasts over the period of this plan. The forecasts take into account the impact of the planning assumptions, including:

- Inflation.
- Salary awards.
- Changes in finance.
- Service pressures and programs.
- Changes to the responsibilities of the CJC.

This approach enables the Corporate Joint Committee to assess financial sustainability, identify potential budget gaps and support decisions regarding priorities and resource utilisation.

4.3 Changes to the Base

The biggest change in the financial base was the transfer of the North Wales Growth Deal and the Portfolio Management Office, together with the Regional Skills Partnership, to the North Wales Corporate Joint Committee on the 1st of April 2025. This transfer resulted in the transfer of significant assets, liabilities, reserves and operational responsibilities to the CJC, increasing the size and complexity of the organisation's activity.

5. Three-Year Financial Outlook

This section presents the projected income, expenditure and overall financial position forecasts for the CJC over the period of this plan. The forecasts are based on the assumptions set out in Section 3.

5.1 Income Forecasts

The following table summarises the projected income over the period of the scheme.

Source of Income	2027/28 (£)	2028/29 (£)	2029/30 (£)
Interest on Balances	(20,000)	(20,000)	(20,000)
Regional Transport Plan Grant	(450,000)	(450,000)	(450,000)
Total non-levy Income	(470,000)	(470,000)	(470,000)

The income forecasts reflect current funding arrangements, known grants and assumptions regarding other sources of income.

5.2 Expenditure Forecasts

The following table summarises the projected expenditure over the period of the MTFP.

Forecast Expenditure	2027/28 (£)	2028/29 (£)	2029/30 (£)
Corporate Joint Committee	1,220,090	1,354,100	1,446,490
Strategic Development Plan	814,210	634,690	625,910
Regional Transport Plan	599,530	604,210	609,680
Total Expenditure Budget	2,633,830	2,593,000	2,682,080

The expenditure forecasts include the impact of salary awards, inflation, contractual commitments and other projected cost pressures over the plan period.

5.3 General Financial Position

A comparison of the anticipated income and expenditure provides an overview of the CJC's financial position over the period of the MTFP.

These are the amounts that will need to be funded by a combination of the use of reserves and charging a levy on the constituent authorities.

	2027/28 (£)	2028/29 (£)	2029/30 (£)
Total Non-levy Income	(470,000)	(470,000)	(470,000)
Total Expenditure	2,633,830	2,593,000	2,682,080
Deficit	2,163,830	2,123,000	2,212,080

There is some limited scope for varying the exact combination and proportion of levy / reserves to be used over the period of the MTFP. These are set out below.

6. Areas of Expenditure

6.1 Growth Deal

The Growth Deal is subject to separate funding arrangements and is not funded through the levy. It also has separate reserves which cannot be used to fund the wider activities of the Corporate Joint Committee.

Although the CJC has to date received more grant income than it has spent on Growth Deal projects, a medium-term temporary funding gap is forecasted between the expenditure profile of the Growth Deal and the expected profile of government funding received from UK and Welsh Governments. In 2020, the North Wales Economic Ambition Board, commissioned an independent treasury advisory company to model the cost of borrowing and the corresponding annual partner contributions required to meet this cost of which have been included in the budgets since 2021/22. There are numerous variables (NDR income, capital expenditure profile, grant profile and forecasted interest rate) that can affect these costs, and the partner contributions are re-calculated annually to reflect the most up to date information.

A specific interest reserve has been created and it is ringfenced to fund these costs and includes the partner contributions as well as the interest on Growth Deal balances (except for 2024/25 and 2025/26 where a Board decision was made for the interest to be transferred to the resources reserve to fund additional government requirements, project development and the retention of Portfolio Management Office's capacity for an additional two years beyond March 2026).

In 2023/24 and 2024/25, both Governments withheld their funding and although a revised grant profile has been received by UK Government, Welsh Government have not yet confirmed their revised grant profile to include the £16m funding that was withheld. We are currently forecasting that in 2027/28, the CJC will need to borrow to fund the capital expenditure. Another factor that will increase the cost of borrowing unnecessarily is the timing of the grant received from governments, with grant payments received at the end of the financial year and on some occasions have slipped to the following financial year.

6.2 Investment Zone

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 end of July 2026 review identified that the administration allocation alone will not be sufficient to fund the CJC's costs for 2026/27, therefore the interest on Investment Zone balances will be used for this funding gap. The use of interest is a temporary arrangement as interest receivable on balances will decrease as the cash outflows of the

Investment Zone grant increases, and the CJC will need measures in place to ensure that the expenditure remains within the funding envelope in future years.

6.3 Regional Skills Partnership

The Regional Skills Partnership ensures skills development is embedded in major investment programmes including the Growth Deal and the Investment Zone. It's funded by an annual grant from Welsh Government with most of the expenditure made on employees, events and meetings, marketing and communication and the skills portal.

6.4 Local Growth Fund

The Local Growth Fund (LGF) is an investment programme supporting productivity growth and tackling economic inequalities across Wales between 2026 and 2029. It supports investment in productive and competitive businesses, skills and support to help people into work and regional infrastructure.

During 2027–29 (and thereafter subject to any extension), responsibility for planning and oversight of delivery of the LGF will transfer from Cyngor Gwynedd to the North Wales Corporate Joint Committee, who will lead regional planning, prioritisation, and portfolio selection.

The administration costs are capped at 4% of total LGF allocations in each financial year and therefore the CJC will need to work within their financial envelope.

6.5 Corporate Joint Committee

This budget group contains the net costs of fulfilling the statutory duties of Ambition North Wales other than the Growth Deal, Investment Zone, Regional Skills Partnership, Strategic Development Plan and Regional Transport Plan. In addition to the operational costs, this group also includes the corporate core of the organisation, and the costs attached to running a local authority body including statutory functions such as the Chief Executive, S151 Officer and Monitoring Officer, and a range of other corporate functions such as policy, procurement and other support services. Whilst some of these costs are payable to Cyngor Gwynedd as a provider of support services through service level agreements, the MTFP addresses the current capacity issues within some of the core functions of Ambition North Wales.

Corporate Joint Committee	2027/28 (£)	2028/29 (£)	2029/30 (£)
Employees	875,560	1,000,980	1,079,000
External Consultants	37,260	38,560	39,900
Travel	3,110	3,750	4,430
Supplies and Services	191,780	194,490	202,760
Support services	149,640	154,880	160,300
Income - Interest on balances	(20,000)	(20,000)	(20,000)
Total Net Expenditure	1,200,090	1,334,100	1,426,490

6.6 Strategic Development Plan (SDP)

A report to the Strategic Planning Sub-Committee on 4th September 2025 highlighted that the Regulations relating to developing the SDP clearly set out that the production of an SDP is a statutory duty for the CJC, and implicit with that is the responsibility to meet the full costs of doing so. Apart from some early modest start-up grant funding, there is no identified funding for the SDP from Welsh Government, unlike a published commitment to support Regional Transport Plan work. As things stand, it is therefore up to the CJC to meet the full costs of the SDP.

Work undertaken since September 2025 have allowed the CJC to develop and refine its financial forecasts, and as can be seen from the table below, expenditure is expected to fall after 2027/28 as the need for external consultants (shown under Supplies and Services) reduces significantly, with responsibilities bought in-house.

Strategic Development Plan	2027/28 (£)	2028/29 (£)	2029/30 (£)
Employees	232,040	300,440	375,160
Travel	950	980	1,010
Supplies and Services	531,380	281,680	196,340
Support services	49,840	51,590	53,400
Total Net Expenditure	814,210	634,690	625,910

6.7 Regional Transport Plan

The function of developing policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within their area and to develop policies for the implementation in their area of the Wales Transport Strategy, in respect of the area of each constituent council, is to be exercised by the North Wales CJC, and not by the constituent council.

In practice, this means that Ambition North Wales must carry out the function of developing and producing a Regional Transport Plan and related regional policies in collaboration with Local Authorities and partners. Through the Strategic Transport Sub-committee, Ambition North Wales has responsibilities to manage projects and programmes. This role is achieved by co-ordinating, planning and developing the relevant project programmes and making recommendations to the Corporate Joint Committee. The responsibility to monitor and review the level and use of resources including staff is undertaken by Strategic Transport Sub-committee.

Regional Transport Plan	2027/28 (£)	2028/29 (£)	2029/30 (£)
Employees	207,740	215,020	222,550
Travel	520	540	560
Supplies and Services	341,940	337,590	333,720
Support services	49,330	51,060	52,850
Income - Regional Transport Plan Grant	(450,000)	(450,000)	(450,000)
Total Net Expenditure	149,530	154,210	159,680

Indicative funding for the grant has been received for 2027/28 and 2028/29. In developing this MTFP there is an assumption that funding will remain constant in 2029/30, but this is yet to be confirmed. The situation will be kept under review.

7. Funding

The CJC's funding model relies on a combination of constituent authority contributions, grants and other sources of funding. Managing these sources effectively is essential to ensure financial sustainability and achieve our priorities.

7.1 Use of reserves

The table below shows the reserves situation of NWCJC (not including any Growth Deal and Regional Skills Partnership reserves, which are ring-fenced).

	£
Total reserve at 31 March 2026	(1,636,007)
Usage in 2026/27 (approved in budget)	624,590
Usage in 2026/27 (estimated as part of July 2026 financial review)	39,874
Total reserve at 31 March 2027	(971,543)
5% of 2027/28 gross revenue budget in reserve	131,692
Total available reserve for 2027/28	(839,851)

As can be seen, in addition to the £624.6k approved to fund the 2026/27 budget, the end of July 2026 review estimates that an additional £40k will be needed during the year to deal with a forecast overspend.

In line with generally accepted good practice, there is a need to keep approximately 5% of Gross Revenue Expenditure as a General Reserve. This would leave approximately £840k to be used as part of the budgeting for forthcoming years.

7.2 Partner Authorities' levy contributions

The levy contributions of the constituent local authorities are a key source of funding for the CJC. The level of contributions is reviewed annually taking into account the financial requirements, regional priorities and affordability for the partners.

Option 1 - Keep the levy the same as 2026/27 and use the reserves to balance the budget

	Strategic Planning	Other functions	Total Levy
Authority	(£)	(£)	(£)
Conwy County Borough Council	(61,450)	(103,330)	(164,780)
Denbighshire County Council	(54,690)	(88,350)	(143,040)
Flintshire County Council	(86,790)	(140,200)	(226,990)
Cyngor Gwynedd	(56,130)	(108,660)	(164,790)
Isle of Anglesey County Council	(38,480)	(62,130)	(100,610)
Wrexham County Borough Council	(76,970)	(124,340)	(201,310)
Eryri National Park Authority	(13,660)		(13,660)
Total Levy	(388,170)	(627,010)	(1,015,180)
Use of reserves	(426,040)	(722,610)	(1,148,650)

This option is to freeze the levy in 2027/28 at the same rate as 2026/27 and to use reserves to fill the funding gaps, after keeping 5% of 2027/28 gross revenue expenditure as a General Reserve. This would require £1,148,650 of reserves, which the CJC does not have. This proposal is therefore not feasible as there would be a funding deficit of £308,799.

Since freezing the levy is not feasible, it follows that not charging a levy at all in 2027/28 is not possible either.

Option 2 - Increase the levy and not using reserves

	Total Levy	(Increase) / Decrease	%
Authority	(£)	(£)	
Conwy County Borough Council	(350,500)	(185,720)	113%
Denbighshire County Council	(305,760)	(162,720)	114%
Flintshire County Council	(485,130)	(258,140)	114%
Cyngor Gwynedd	(351,050)	(186,260)	113%
Isle of Anglesey County Council	(213,350)	(112,740)	112%
Wrexham County Borough Council	(429,300)	(227,990)	113%
Eryri National Park Authority	(28,740)	(15,080)	110%
Total Levy	(2,163,830)		

With this option, the CJC would retain the reserves it expects to have in place at the end of 2026/27 and make no further use of them. Although this means that reserves would be available to balance the budget in future years, this cannot be justified in that all the constituent authorities would face an 113% increase in their levy for 2027/28.

Option 3 - Increase the levy and use a proportion of the reserves available

	Total Levy 2027/28	(Increase) / Decrease	%
Authority	(£)	(£)	
Conwy County Borough Council	(282,480)	(117,700)	71%
Denbighshire County Council	(246,410)	(103,370)	72%
Flintshire County Council	(390,980)	(163,990)	72%
Cyngor Gwynedd	(282,930)	(118,140)	72%
Isle of Anglesey County Council	(171,950)	(71,340)	71%
Wrexham County Borough Council	(345,990)	(144,680)	72%
Eryri National Park Authority	(23,160)	(9,500)	70%
Total Levy	(1,743,900)		
Use of reserves	(419,930)		

Available reserve remaining (after the 5% general reserve allocation) at 31 March 2028:
£419,921.

This option involves using 50% of the available reserves at the start of each financial year for 2027/28, 2028/29 and 2029/30. This would provide a balance of being able to use some of the reserves in each of three financial years in order to dampen the levy increases. With this option, the levy would need to increase by approximately 71% in 2027/28, but with lower increases of approximately 10% in the following two years.

Option 4 - Use all the available reserves (£839,850) in 2027/28

	Total Levy 2027/28	(Increase) / Decrease	%
Authority	(£)	(£)	
Conwy County Borough Council	(214,460)	(49,680)	30%
Denbighshire County Council	(187,070)	(44,030)	31%
Flintshire County Council	(296,830)	(69,840)	31%
Cyngor Gwynedd	(214,800)	(50,010)	30%
Isle of Anglesey County Council	(130,540)	(29,930)	30%
Wrexham County Borough Council	(262,680)	(61,370)	30%
Eryri National Park Authority	(17,600)	(3,940)	29%
Total Levy	(1,323,980)		
Use of reserves	(839,850)		

This option involves using all the available reserves to set the 2027/28 budget, keeping the levy increases at approximately 30%. The effect of this is that there would not be reserves available to balance the budgets in 2028/29 and 2029/30, leading to levy increases of over 60% for the 6 constituent councils in 2028/29 but with a smaller increase in 2029/30.

7.2 Funding of Regional Programmes

Many of the CJC's activities depend on grants and external funding. We will monitor funding levels, new opportunities, grant expiry dates and long-term funding risks.

7.3 Shared Service Arrangements

Where appropriate, Ambition North Wales uses shared services to ensure efficiency and value for money. These arrangements currently include financial services, human resources, democratic support services, ICT and other corporate services.

7.4 Analysis of Grant Dependency

Reliance on grant funding poses financial risk, particularly where grants are fixed-term. We will monitor the level of reliance on grants, funding expiration dates and opportunities to vary sources of income.

Application	Grant Source
North Wales Growth Deal	Welsh Government / UK Government
Investment Zone	Welsh Government / UK Government
Strategic Development Plan	No current grant
Regional Transport Plan	Welsh Government
Regional Skills Partnership	Welsh Government

Ambition North Wales remains dependent on grant funding to support a number of its strategic programmes. Any reduction or change in grant arrangements will be a significant risk to the achievement of the organisation's priorities.

8. Reserve Strategy

Reserves are a key part of the CJC's financial management and provide financial resilience to manage risks, respond to unforeseen events and support one-off costs. The table below shows the forecast overall reserves position for the period of this MTFP.

Reserve Category	As at 1/4/2027	As at 31/3/2030
	(£)	(£)
General Reserves	131,692	131,692
Earmarked Reserves	839,851	0
Total Amount	971,543	131,692

The General Reserves represents 5% of the 2027/28 gross revenue budget with the remaining reserves balance earmarked.

8.2 Proposed Use of Reserves

Where appropriate, reserves may be used for:

- One-time cost financing.
- Managing short-term financial risks or pressures.
- Supporting the CJC's projects and priorities.
- Mitigate the impact of fluctuations in income or expenditure.
- Assist with organisational changes or transformation.

Any use of reserves will be thoroughly considered in the context of longer-term financial sustainability, and the position will be reported regularly to the Corporate Joint Committee and the Governance and Audit Sub-Committee as part of the financial reviews.

The Growth Deal and Regional Skills Partnership reserves are ring-fenced and are not considered as part of the reserves position shown above.

8.3 Minimum Level of Reserves

The CJC maintains an appropriate level of overall reserves in order to protect the organisation from unexpected risks and costs. General reserves will initially be approximately 5% of the estimated Gross Revenue Expenditure for 2027/28, and will be reviewed annually, taking into account the key financial risks, funding uncertainty, and the level of earmarked reserves.

8.4 Earmarked Reserves

Reserves are held earmarked for specific purposes, such as:

- Growth Deal Reserve
- Growth Deal Project Reserve
- Growth Deal Interest Reserve
- Growth Deal Resources Reserve
- Growth Deal Interest Holding Account
- Regional Skills Partnership Reserve

Growth Deal nor the Regional Skills Partnership reserves cannot be used to fund or subsidise other activities of Ambition North Wales.

We will review these reserves regularly to ensure they remain appropriate and relevant.

8.5 Reserve Forecasts

Reserve levels will be monitored throughout the plan period to ensure that they remain adequate to support the financial resilience of the organisation. Any material changes will be reflected in the financial forecasts and the annual budgeting process.

9. Risk Assessment

The plan includes an assessment of the main risks that could affect the financial position of the CJC over its lifetime. These risks are regularly monitored and reviewed as part of the organisation's governance and financial management arrangements.

9.1 Key Financial Risks

The following table summarises the main risks facing the CJC and the relevant mitigation measures.

Risk	Effect	Probability	Mitigation Actions
Reduction in grant funding	High	Medium	Varying funding sources and monitoring new grant opportunities
Inflation higher than forecast	High	Medium	Appropriate contingency provision and regular review of assumptions
Pressure to recruit and retain staff	Medium	Medium	Workforce planning and labour market monitoring
Higher salary awards than assumptions	High	Medium	Reviewing pay budgets and monitoring national negotiations
Delay or failure to secure external funding	High	Medium	Strengthening project planning and development processes
Changes in legislation or policy	Medium	Medium	Monitoring policy developments and planning ahead
Increase in contract and service costs	Medium	Medium	Managing contracts effectively and reviewing procurement arrangements
Reliance on a small number of funding sources	High	Low/Medium	The CJC can explore alternative sources of funding, but the options are extremely limited.
Unnecessary cost of borrowing	High	High	Negotiations with both UK and Welsh Governments on the profile and timing of Growth Deal Grant Funding.
NDR income on Growth Deal projects not received or lower than forecast	Medium	Medium	Welsh Government minister approval required on NDR income as well as agreements on NDR income split between the Growth Deal, Freeport and Investment Zone schemes are required.
Investment Zone grant funding not available to fund project expenditure	High	Low/Medium	Negotiations with both UK and Welsh Governments on the profile and timing of Investment Zone Grant Funding.

Investment Zone administration expenditure higher than the funding available	Medium	Medium	Interest income used in the short-term, but measures need to be put in place to ensure that the expenditure remains within the funding envelope in future years.
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9.2 Financial Risk Management

Ambition North Wales manages financial risks by:

- Reviewing the plan annually.
- Regularly monitoring financial performance.
- Maintain an appropriate level of reserves.
- Update forecasts and assumptions as new information becomes available.
- Integrate risk management into planning and decision-making processes.

9.3 Conclusion

Risk management is an integral part of Ambition North Wales's financial sustainability. The risks identified in the plan will be reviewed regularly to ensure that the organisation is able to respond effectively to changes in funding, costs and the wider operating environment.

Appendix – Staffing Establishment Analysis

Current Posts, excluding those wholly funded by Growth Deal and/or Investment Zone

Job title	Budget Apportionment			Notes
	Corporate Joint Committee	Strategic Planning	Transport	
Chief Executive	100%			
PA to the Chief Executive	100%			
Funding Project Manager	50%			Remainder funded through Growth Deal
Strategic Communication and Engagement Lead	50%			Remainder funded through Growth Deal
Operations and Resources Manager	25%			Remainder funded through Growth Deal
Procurement and Social Value Manager	25%			Remainder funded through Growth Deal
Senior Procurement Officer	75%			Remainder funded through Growth Deal
Corporate Support Officer	100%			
Senior Operations Officer	75%			Remainder funded through Growth Deal
Senior Policy Officer	100%			
Programme Manager	25%			Until mid Year 1, funded by IZ and LGF
Monitoring Officer	40%	5%	10%	Remainder funded through Growth Deal and IZ
Deputy Monitoring Officer	75%	5%	5%	Remainder funded through Growth Deal and IZ
Lawyer	15%	5%		Remainder funded through Growth Deal and IZ

Job title	Budget Apportionment			Notes
	Corporate Joint Committee	Strategic Planning	Transport	
Commercial Manager	33%			Remainder funded through Growth Deal and IZ
Regional Strategic Development Planning Manager		100%		
Senior Planner		100%		
Senior Transport Officer			100%	
Transport Officer			100%	
Transport Officer			100%	

All posts which are already filled are fixed term, apart from the Chief Executive and PA to the CEO who are permanent appointments

Additional Posts included in MTFP and subject to budgetary approval

Job title	Budget Apportionment			Notes
	Corporate Joint Committee	Strategic Planning	Transport	
Communications Officer	50%			From Year 1. Remainder funded through Growth Deal
Corporate Director (Resources)	100%			From Year 1
Senior Planner		100%		From Year 1
Operations Officer	25%			From Year 2. Remainder funded through Growth Deal
Policy Officer	100%			From Year 2
Technical Support Officer		100%		From Year 2
Programme Officer		100%		From Year 3
Systems/ Data Analyst	33%			From Year 3. Remainder funded through Growth Deal and IZ



**CORPORATE JOINT COMMITTEE
25th September 2026**

TITLE: Arrangements for the Decision Making for In-Year Management of the Regional Transport Fund

AUTHOR: Adam Graham, Senior Transport Officer

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to:

- inform the Corporate Joint Committee about the expectation placed upon the CJC regarding in-year management of the programme of Regional Transport Fund projects across North Wales, and
- seek an approval for delegated authority for decisions regarding in year changes to the programme

2. DECISION SOUGHT

2.1 The Corporate Joint Committee is asked to approve that authority be delegated to the Chief Executive, in consultation with the Chair of the Strategic Transport Sub-Committee, the Monitoring Officer, the Chief Finance Officer and relevant local authority transport leads, to approve and submit regional change requests to Welsh Government in respect of the in-year management of the Regional Transport Fund programme.

2.2 The Committee should note that Welsh Government remains the final grant decision-maker regarding the Regional Transport Fund.

3. REASON FOR DECISION

3.1 On 13th July 2026 ([Agenda for North Wales CJC Strategic Transport Sub-committee on Monday, 13th July, 2026, 2.30 pm](#)), the Strategic Transport Sub Committee agreed to recommend to the Corporate Joint Committee that authority be delegated to the Chief Executive, in consultation with the Chair of the Strategic Transport Sub-Committee, the Monitoring Officer, the Chief Finance Officer and relevant local authority transport leads, to approve and submit regional change requests to the Welsh Government in respect of the in-year management of the Regional Transport Fund programme.

3.2 This decision will allow more efficient and timely decision making regarding in-year changes to the budget and maximise the benefits of Regional Transport Fund funding for North Wales.





4. BACKGROUND

- 4.1 The Regional Transport Plan (RTP) sets out the policies that shape investment in transport in North Wales. It was approved by the CJC in July 2025 and became adopted policy after being approved by Welsh Government in October 2025.
- 4.2 The policies in the RTP influenced the schemes that were included in the Regional Transport Delivery Plan (RTDP) that was approved/adopted alongside the RTP. A large amount of the funding required to deliver RTDP schemes is likely to come from Welsh Government's Regional Transport Fund (RTF).
- 4.3 In line with Welsh Government timescales, a programme of schemes for RTF funding in 2026/27 was submitted to Welsh Government in January 2026 after approval by both the Strategic Transport Sub Committee and then the CJC.
- 4.4 In March 2026 Welsh Government approved the programme of schemes and issued offer letters for each scheme to the relevant local authority. Delivery of those schemes could commence from April 2026. For the current financial year, funding goes directly to local authorities.

5. WELSH GOVERNMENT IMPLEMENTATION GUIDANCE

- 5.1 Welsh Government issues their 2026/27 RTF Implementation Guidance to the CJC on 18th May 2026. This sets out the expectations for local authorities and the CJC in managing the Regional Transport Fund Programme in the current financial year.
- 5.2 This includes the process for making any changes to the programme, e.g. in the event of underspend or overspend. The guidance states that:

"Although underspends and overspends should be reported quarterly by individual LAs, no changes to scheme allocations will be considered by the Welsh Government unless change requests are agreed and submitted by LAs jointly as a region via the CJC. Change requests can be submitted at any time through the year

We would expect any change requests submitted, to have been agreed jointly as a region via the CJC before being submitted to Welsh Government for consideration"

- 5.3 So, if changes are required to a scheme's spend, the region must make a recommendation to Welsh Government that a change is made. There will then be discussion between the local authority officers, Ambition North Wales officers, and civil servants before any approval decision is made by Welsh Government.
- 5.4 If the change is approved, Welsh Government issue revised offer letters to the local authorities and Ambition North Wales issues revised forms to Welsh Government.
- 5.5 This process means that it is crucial that regional decision making is efficient and able to react to any emerging underspend or overspend concerns.





6. ROLES OF THE CJC AND STRATEGIC TRANSPORT SUB COMMITTEE

- 6.1 Section 5.8 of the CJC Constitution sets out the following regarding the Strategic Transport Sub Committee

“The CJC shall appoint a Sub-Committee known as the Strategic Transport Sub-Committee – (“Strategic Transport function”) to carry out the function of preparation and monitoring of transport policies under sections 108(1)(a) and (2A)(a) of Part 2 of the Transport Act 2000 or any functions of the CJC which are ancillary or incidental to those functions.”

- 6.2 Therefore, the CJC has made arrangements for the sub-committee to discharge certain strategic transport functions. The programming of the management and delivery of the RTDP within budget, and its monitoring and review is co-ordinated by the sub-committee.
- 6.3 The sub-committee may arrange for any of those functions to be exercised by a member of staff (unless the CJC has directed otherwise).

7. STRATEGIC TRANSPORT SUB COMMITTEE SCHEDULE

- 7.1 The Sub-Committee has scheduled meeting dates in July, November, and February. Each of those meetings has a lead time in for report preparation. Whilst this is effective governance, it does not provide the flexibility that may be required to manage changes to the in-year programme, particularly towards the end of the financial year.

8. DELEGATED AUTHORITY

- 8.1 The delegation being requested will be limited to changes which are consistent with the approved Regional Transport Plan, the approved Regional Transport Delivery Plan, Welsh Government RTF guidance and the relevant grant funding terms and conditions, including the reallocation of funding between approved schemes, substitution from an approved reserve list where delivery risks arise, and adjustments required to maximise delivery within funding timescales.
- 8.2 For the avoidance of doubt, the delegation shall not authorise the approval or revision of transport policy, any material departure from the approved RTP/RTDP, the introduction of a new scheme outside the approved or reserve programme where this would raise policy issues, or any amendment to the CJC’s own capital programme requiring CJC approval under the Financial Procedure Rules.
- 8.3 All decisions made under this delegation shall be recorded in writing, with reasons, and reported to the next available meeting of the Strategic Transport Sub-Committee and, where appropriate, the Corporate Joint Committee.”

9. FINANCIAL IMPLICATIONS

- 9.1. There are no direct financial implications for CJC budgets arising out of this report.





10. LEGAL IMPLICATIONS

- 10.1 The Monitoring Officer has been advised on the constitutional aspects and the nature of the delegation.

APPENDICES:

N/A

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“The recommendation is legally and constitutionally supportable, provided it is approved by the Corporate Joint Committee and operated within the limits set out in the report.

The delegation should be treated as an operational programme-management mechanism for submitting regional change requests to Welsh Government. It does not authorise changes to transport policy, material departures from the approved RTP/RTDP, etc.

Decisions made under the delegation should be recorded in writing, with reasons, following the required consultation, and reported to the next available Sub-Committee meeting and, where appropriate, the CJC. Subject to those safeguards, no further legal issues arise.”

ii. Statutory Finance Officer:

“I am satisfied that there are no direct financial implications to the decision sought. The Corporate Joint Committee will wish to consider the extent to which the proposed delegation offers an appropriate balance between accountability and the need to have agile and streamlined decision-making processes.”





NORTH WALES CORPORATE JOINT COMMITTEE

25 September, 2026

TITLE: Annual Report 2025/26

AUTHOR: Alwen Williams, Chief Executive

1. PURPOSE OF THE REPORT

- 1.1. The purpose of the report is to present the Annual Report for 2025/26.

2. DECISION SOUGHT

- 2.1. That the Corporate Joint Committee approve the Annual Report for 2025/26.

3. REASON FOR THE DECISION

- 3.1. As stated in the report.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The Annual Report looks back on the progress made over the last year by Ambition North Wales. The report focusses on the Corporate Joint Committee, and its functions including Strategic Transport, Strategic Planning and Economic Well-being which includes the North Wales Growth Deal, Flintshire and Wrexham Investment Zone, Regional Skills Partnership, and other funding streams including Shared Prosperity and Strategic Energy.

- 4.2. The report provides an overview of the progress made by the North Wales Corporate Joint Committee. During the year where the Portfolio Management Office, Growth Deal and Regional Skills Partnership transferred into the Corporate Joint Committee, a number of milestones were achieved:

- The appointment of a full-time Chief Executive and Portfolio Director.
- The appointment of Non-Executive Advisors to strengthen the connection with the private sector. Providing an independent voice and constructive challenge.
- The appointment of Transport and Planning leads to drive forward our Regional Transport Plan and Strategic Development Plan.
- Continued agreement with Cyngor Gwynedd to provide a range of support services.
- Recruitment of officers to drive forward operations and programme delivery.
- The establishment of new committees.
- A Welsh Standards compliance review completed and submitted.
- The submission of our first Social Partnerships Duty Report 2024/25.

4.3. Within the report there is information on the progress made against the statutory duties on Regional Transport and Planning:

- A public consultation on the Regional Transport Plan was completed in April 2025.
- The Regional Transport Plan was approved by the Corporate Joint Committee in July 2025 and it became policy following approval by Welsh Government in September 2025.
- The Regional Transport Plan includes a Delivery Plan that sets out the schemes that could be delivered in North Wales if funding is available. Ambition North Wales worked closely with the local authorities in the region to prioritise which of these schemes to fund with Regional Transport funding in 2026/27.
- Work commenced on the Strategic Development Plan Delivery Agreement in April 2025, with a draft document published for public consultation during July and August 2025. Following consideration of the consultation feedback received, the North Wales Corporate Joint Committee approved the draft Delivery Agreement in September 2025 for submission to Welsh Government.

4.4. For the first time, we are reporting on the Flintshire and Wrexham Investment Zone as part of the Annual Report:

- The Flintshire and Wrexham Investment Zone was launched officially during the year.
- The Flintshire and Wrexham Investment Zone Skills Strategy was approved by the Skills Partnership.
- An initial £12 million of skills funding has been allocated to Wrexham University and Coleg Cambria over five years.
- Small Business Grants programmes were launched by both Flintshire and Wrexham councils.
- Work is underway with Transport for Wales to develop the business cases for a number of rail and bus projects.
- An Investment Zone Advisory Board has been established to oversee delivery and progress.

4.5. The report provides an overview of the Growth Deal and the progress made in carrying out the projects along with other key milestones achieved during the year, including:

- 7 projects in delivery. And a further 10 projects approved with funding allocated and the work progressing towards delivery.
- To date the Growth Deal has created 121 jobs, this includes 63 new jobs and 58 construction jobs.
- The Growth Deal has delivered a total investment of £34.21m in the North Wales economy.
- 86% of growth deal procurements have been awarded to companies located in North Wales and 79% of contracts awarded have been to suppliers who are registered / recognised as SMEs.

4.6. The Regional Skills Partnership has played a key part in supporting the work across Ambition North Wales.

- Supporting the development of the Growth Deal with workforce planning, providing labour market information, and engaging with project sponsors.
- Supporting skills planning for opportunities in the region.
- Working closely with employers to access skills support, inform training provision, and develop the workforce needed for growth and productivity.
- Ongoing development of the Skills Portal.

4.7. Work on Strategic Energy continued, including launching the North Wales Energy Advice Hub, development of the Energy dashboard, mapping of Renewable Energy and decarbonisation projects, and producing a Strategic Energy prospectus.

4.8. Successful delivery and completion of the projects funded by Shared Prosperity Fund, with highlights including hosting labour market workshops for 70 young people, supporting 16 farms to trial the latest Digital Technology, and supporting 7 organisations with feasibility studies for the Energy and decarbonisation projects.

5. FINANCIAL IMPLICATIONS

5.1. There are no financial implications arising directly from approving the decision sought in this report.

6. LEGAL IMPLICATIONS

6.1. There are no direct legal implications arising from the report.

APPENDICES:

Appendix 1 Annual Report 2025/26

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“The Annual Report provides an important opportunity for the CJC to demonstrate transparency and accountability in the discharge of its functions and to report publicly on its activities and achievements during 2025/26.

Following approval, appropriate arrangements should be made for publication of the Annual Report.”

ii. Statutory Finance Officer:

“The report summarises the whole range of activities undertaken by Ambition North Wales during 2025/26 and the decision sought does not create a new spending commitment.”

Annual Report 2025/26

MAE'R DDOGFEN HON AR GAEL YN GYMRAEG HEFYD.
THIS DOCUMENT IS ALSO AVAILABLE IN WELSH.



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Our Ambition

To be confident and cohesive, focused on improving the region’s economic, social and environmental well-being.

To see the region develop in a sustainable way, with opportunities for people to gain new skills, develop rewarding careers, for businesses to grow and communities to prosper.

All while championing the Welsh language, our culture and heritage, in line with the well-being goals for Wales.

Foreword

As Chair, I'm pleased to present on behalf of Ambition North Wales our Annual Report for 2025/26. This has been a year of important transition, strengthened partnership and continued progress, as we have worked collectively to support a more resilient, connected, innovative and sustainable North Wales.

One of the most significant developments during the year was bringing together the Growth Deal, the Regional Skills Partnership and the Portfolio Management Office team within a new corporate structure - the North Wales Corporate Joint Committee known under the brand name Ambition North Wales, creating a stronger platform for regional collaboration and long-term delivery.

Alongside this transition, I have continued to embed the policies, processes and governance arrangements needed to support our wider responsibilities for economic well-being, regional transport and strategic planning. These foundations are essential to ensuring that our regional ambitions are supported by robust decision-making, clear accountability and effective delivery.

This report reflects the progress made across 2025/26, including key achievements through the North Wales Growth Deal, the Flintshire and Wrexham Investment Zone, the Regional Transport Plan, the Strategic Development Plan and the wider programme of regional activity. It also recognises the substantial work taking place behind the scenes to develop business cases, strengthen assurance, engage with governments, support project sponsors and build the capacity needed to deliver over the long-term.

I am grateful to our partners, stakeholders and delivery teams for their commitment, expertise and constructive collaboration throughout the year. Their contribution has been central to maintaining momentum, responding to change and ensuring that our work remains focused on the needs and opportunities of the region.

Looking ahead, I do so with confidence in the strength of our partnership and the shared commitment that underpins Ambition North Wales. The year ahead will bring further challenges and opportunities, but the progress set out in this report demonstrates that we are well placed to continue working together for the benefit of our people, communities and businesses.



Cllr Mark Pritchard

**Chair
North Wales
Corporate Joint Committee**

A Year of Delivery, Transition and Momentum

2025/26 for Ambition North Wales has been a year of transition and momentum, combining major changes in terms of governance, structure and process with significant delivery and maintained investment focus. On 1 April 2025 the North Wales Growth Deal, the Regional Skills Partnership and our team transferred into the North Wales Corporate Joint Committee, under the Ambition North Wales brand. This has enabled the organisation to moved into a more confident phase of delivery, supported by strengthened governance, renewed leadership and a focus on regional impact.

This year has seen significant progress across the Growth Deal, with seven projects now in delivery and a further ten approved and ready to move into delivery next year. A number of business cases have been approved, spend has accelerated, and a reserve list has been created to ensure that strong, deliverable projects can be brought forward. The portfolio has also been reset, with projects withdrawn and funding released for reinvestment in reserve list projects with clear deliverability and benefits for the region.

The formal approval of the Flintshire and Wrexham Investment Zone by the UK and Welsh Governments was another major milestone, marking the start of a ten-year programme to drive investment, create opportunities for local employers and communities, and support long-term economic growth.

Alongside this, Ambition North Wales has continued to support wider regional priorities, including skills and employability, strategic transport, strategic planning and investment opportunities. These areas are increasingly interconnected, and our role is to help align activity, strengthen delivery and maximise the benefits for residents, businesses and communities.

Organisationally, this has also been a year of growth and renewed leadership. Alongside our appointments as Chief Executive and Portfolio Director, other key appointments have strengthened the delivery structure, including Dylan Williams (Chief Executive of Isle of Anglesey County Council) as Growth Deal Senior Responsible Owner and the appointment of Non-Executive Advisors, Dave Penrith and Nick Bennett.

Work has continued to build stronger internal systems and capability following the transfer, with work progressing on governance, corporate planning and transformation activity, providing the foundations needed to deliver an increasingly complex regional portfolio with confidence, pace and transparency.

As we look ahead, we feel privileged and excited to work with talented and committed politicians, colleagues, partners and stakeholders across the region. Together, we will continue to build on the progress made this year, maintain momentum on delivery and focus on creating a vibrant, thriving and sustainable economy for North Wales.



Alwen Williams
Chief Executive



Hedd Vaughan-Evans
Portfolio Director

Driving Ambition, Growth and Opportunity in North Wales

As the recently appointed Non-Executive Advisors to Ambition North Wales, we are delighted to be supporting the next stage of the region's development. North Wales has significant opportunities ahead, and we believe the private sector has a vital role to play in helping shape, challenge and strengthen the work being taken forward by Ambition North Wales.

One of our first priorities will be to establish a new Business Advisory Board, bringing together experienced private sector leaders and employers from across the region. The Board will provide independent advice, strategic insight and constructive challenge, ensuring that the voice of business is embedded in the delivery of major regional programmes, including the North Wales Growth Deal and the Flintshire and Wrexham Investment Zone.

We see the Board as a vital link between Ambition North Wales and the wider business community. By drawing on the expertise, networks and practical experience of business leaders, it will help identify opportunities, address barriers and support investment that delivers long-term benefits for businesses, communities and future generations.

The Business Advisory Board will be at the heart of this momentum, helping to challenge assumptions, strengthen decision-making and act as a powerful advocate for Ambition North Wales and the region. Its contribution will be important in helping realise our shared vision of a vibrant, sustainable and resilient economy where businesses can grow, communities can flourish and North Wales can fulfil its economic potential.

We are looking forward to working with partners across all sectors to build a Board that can champion North Wales, support sustainable and inclusive growth, and help ensure that the region is well placed to realise its full economic potential.



Dave Penrith
Non-Executive Advisor



Nick Bennett
Non-Executive Advisor

Milestones

April 2025 to March 2026



The Economic Well-being Sub-Committee approved the establishment of a reserve list of 17 North Wales Growth Deal projects.



The North Wales Clean Energy Fund was launched.

April

May

June

July



The Growth Deal and the Portfolio Management Office transferred to the North Wales Corporate Joint Committee on 1st April 2025.



Alwen Williams was appointed Chief Executive of the North Wales Corporate Joint Committee.



Dave Penrith and Nick Bennett were appointed as Non-Executive Advisors for Ambition North Wales.



A consultation on the Draft Delivery Agreement for our Strategic Development Plan was undertaken.

November

October

September

August



Funded by the Growth Deal, the CanfodAu building at Wrexham University was officially opened.



Engagement on our digital connectivity work at Connected Britain and our Energy programme at the Welsh Renewable & Clean Energy Cluster Network.



Announcement of the approval of the Gogledd Môn Sites and Premises Project - unlocking the next stage of a £10.4million regeneration investment.



Confirmation by Welsh Government on its distribution of the Regional Transport Fund to local authorities across the region.

December

January

February

March



The Flintshire and Wrexham Investment Zone was formally approved by UK and Welsh governments.



Stakeholders visited the site of Dairy Sheep Wales - part of the wider Glynllifon Rural Economy Hub project.

North Wales Corporate Joint Committee



North Wales Corporate Joint Committee

The North Wales Corporate Joint Committee (CJC), which uses the brand name Ambition North Wales, is a public body that comprises the six local authority administrative areas of North Wales, covering Gwynedd, Anglesey, Conwy, Denbighshire, Wrexham and Flintshire councils, and Eryri National Park Authority.

On 1st April 2025 the Portfolio Management Office, the North Wales Growth Deal and the Regional Skills Partnership transferred into the North Wales Corporate Joint Committee .

The Corporate Joint Committee has a statutory responsibility for regional transport, strategic planning as well as a non statutory responsibility for enhancing and promoting the economic well-being of North Wales.

Regional Transport Plan

The North Wales Regional Transport Plan sets out a vision for a safe, sustainable, affordable and integrated transport network that supports economic growth, improves connectivity and reduces reliance on private vehicles. Developed by Ambition North Wales with local authorities, Transport for Wales and Welsh Government, the plan will be delivered by local authorities through Regional Transport Fund schemes, with oversight from the Transport Sub-Committee. By prioritising public transport, active travel and innovative mobility solutions, the Regional Transport Plan aims to improve access to jobs and services, reduce environmental impacts and create a more connected and resilient transport system for North Wales.

Strategic Development Plan

The Strategic Development Plan will provide a regional framework for planning across North Wales, recognising that communities, markets and infrastructure needs to extend beyond individual local authority boundaries. It will support a cohesive long-term vision for sustainable economic growth, infrastructure, quality of life and balanced development, while aligning with Welsh Government statutory requirements and national priorities. The Corporate Joint Committee has submitted its Delivery Agreement, including the statement of community involvement and timetable, and following Welsh Government approval work to deliver the Strategic Development Plan over the next five years has now commenced.

Economic Well-being

In addition to its statutory responsibilities, the Corporate Joint Committee has a non-statutory duty to enhance and promote the economic well-being of North Wales. This function currently comprises five core areas: the North Wales Growth Deal, the Flintshire and Wrexham Investment Zone, the Regional Skills Partnership, Strategic Energy, and Shared Prosperity. Together, these programmes support the region's economy and contribute to long-term economic growth across North Wales.



Corporate Joint Committee Highlights

As we enter a new chapter for Ambition North Wales, now the North Wales Corporate Joint Committee, with the Portfolio Management Office, the North Wales Growth Deal and the Regional Skills Partnership transferred since the 1st of April 2025. An ambitious and long-term programme of change continues to establish the Corporate Joint Committee. Key highlights during the last 12 months have included:

The appointment of a full-time Chief Executive and Portfolio Director.

The appointment of Non-Executive Advisors to strengthen the connection with the private sector. Providing an independent voice and constructive challenge.

The appointment of Transport and Planning leads to drive forward our Regional Transport Plan and Strategic Development Plan.

Continued agreement with Cyngor Gwynedd to provide a range of support services.

Recruitment of officers to drive forward operations and programme delivery.

The establishment of new committees.

A Welsh Standards compliance review.

The Submission of our first Social Partnerships Duty Report 2024/25.

Regional Transport Plan



Regional Transport Plan

The long-term vision of the Regional Transport Plan is that North Wales will have a safe, sustainable, affordable, resilient, and effective integrated transport network that supports economic growth, prosperity for all, inclusivity and well-being.

Our vision is supported by **four SMART objectives**:



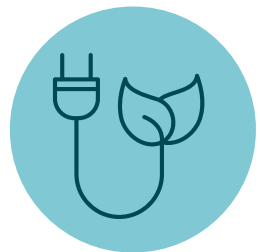
Improve digital connectivity and local services



Improve accessibility and transport choice



Enable sustainable economic growth



Enable decarbonisation through transition to a zero-emission fleet

Our public and stakeholder consultation on the Regional Transport Plan came to a close in April 2025.



1,600+

responses received during the consultation.



67%

of consultation respondents agreed or strongly agreed with the vision and objectives.



The feedback has informed the Regional Transport Plan.



Regional Transport Plan

Approved by the North Wales Corporate Joint Committee in July 2025.

Became policy after its approval by Welsh Government in September 2025.

On approving the Plan, the then Cabinet Secretary stated that the plan “is a great achievement and a big step forward for regional collaboration” and confirmed that “it is consistent with the Wales Transport Strategy, and the policies are adequate for implementation of the Wales Transport Strategy in the region.”

£28m

capital funding secured for sustainable transport interventions to be delivered in 2026/27

The Regional Transport Plan includes a Delivery Plan that sets out the schemes that could be delivered in North Wales if funding is available. Ambition North Wales worked closely with the local authorities in the region to prioritise which of these schemes to fund with Regional Transport Funding in 2026/27. This work secured over £28m of capital funding for sustainable transport interventions to be delivered in 2026/27, which improve access to jobs, services, education and leisure for communities across North Wales.

Funding allocation 2026/27



61%

for walking, wheeling and cycling schemes



19%

for highways schemes



7%

public transport



6%

electric vehicles



5%

for road safety capital





Strategic Development Plan

Strategic Development Plan

Work commenced on the Strategic Development Plan Delivery Agreement in April 2025, with a draft document published for public consultation during July and August 2025. Key stakeholders and partners were directly invited to participate to ensure the development process was as informed as possible.

Following consideration of the consultation feedback received, the North Wales Corporate Joint Committee approved the draft Delivery Agreement in September 2025 for submission to Welsh Government, subject to the identification and approval of an appropriate budget for Strategic Development Plan preparation.

In January 2026, the Corporate Joint Committee approved its 2026/27 budget, which included provision to commence work on the Strategic Development Plan. At the same meeting, the Corporate Joint Committee approved submission of the draft Delivery Agreement to Welsh Government, which subsequently granted approval within one week of receipt.

Evidence gathering to support the development of the Strategic Development Plan is currently underway.





Economic Well-being



Flintshire and Wrexham Investment Zone



North Wales Growth Deal



Regional Skills Partnership



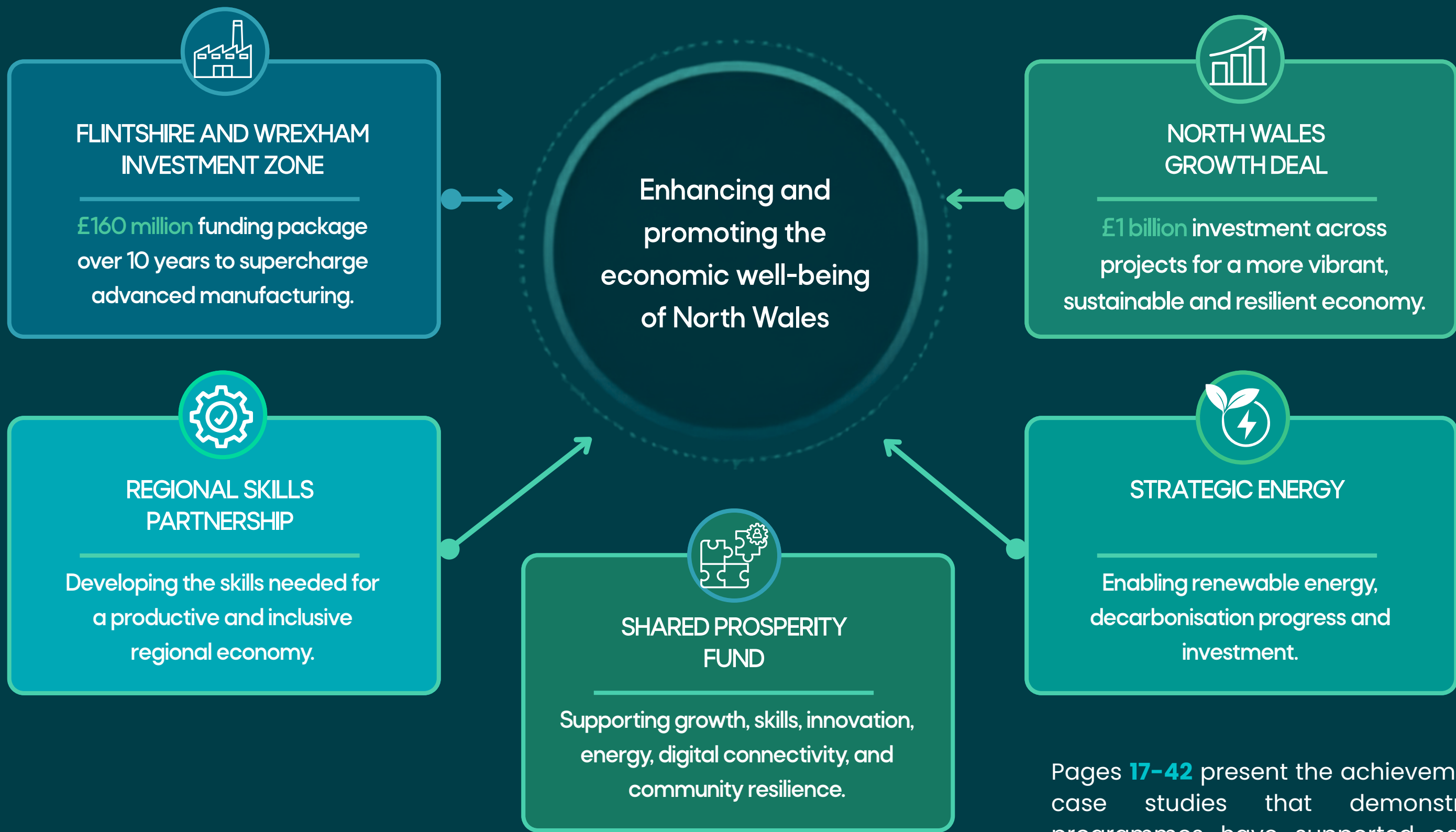
Shared Prosperity Funding



Strategic Energy

Economic Well-being

Supporting investment, innovation, skills and sustainable growth across North Wales.



Pages 17-42 present the achievements, outcomes and case studies that demonstrate how these programmes have supported economic well-being across North Wales during 2025/26.



Parth Buddsoddi
Sir y Fflint a Wrecsam
Flintshire and Wrexham
Investment Zone

Flintshire and Wrexham Investment Zone



funded by:



Llywodraeth Cymru
Welsh Government



UK Government
Llywodraeth y DU
Office of the Secretary of State for Wales
Swyddfa Ysgrifennydd Gwladol Cymru

Flintshire and Wrexham Investment Zone

The Flintshire and Wrexham Investment Zone is supported by £160m of government investment over 10 years to drive growth in the advanced manufacturing sector in Flintshire and Wrexham. It is being delivered by a partnership between Flintshire County Council, Wrexham County Borough Council, Ambition North Wales, Welsh Government and UK Government.

The region's industrial story spans over a century from steel, chemicals and energy to the advanced aerospace, automotive, and food and life sciences clusters that have grown alongside them. Generations of skilled workers have formed a regional workforce with manufacturing embedded in its culture. The technical aptitude, sector knowledge and work ethic have taken decades to develop.

Building on this unique heritage, the Investment Zone is accelerating further growth in manufacturing activity, skills, transport infrastructure, key investment sites and innovation. It is a long-term programme to promote what the region has to offer and maximise the impact of future investment: for investors, businesses, local people and communities.



The Investment Zone will:



Create 6,000 new jobs, growing the manufacturing sector in terms of jobs, Gross Value Added (GVA) and investment in modern manufacturing such as aerospace, defence, automotive engineering, life sciences, food and food packaging.



Attract investment in business growth, and an overall development of at least 5.5 million sqft of new floorspace to physically grow the sector's capability to manufacture and employ.



Create three tax sites, offering a range of tax reliefs to occupying businesses, including business rates relief, land transaction tax relief, enhanced capital allowances and employer national insurance contributions relief.



Help local communities achieve a higher overall skills level in the manufacturing workforce and encourage more young people to pursue quality jobs in new manufacturing roles linked to skills of the future.



Deliver a significant uptake in the use and satisfaction of public transport, enabled by new, reliable, high frequency bus services operating on more direct routes between communities and employment sites.

Overview of the Investment Zone



£160m

government investment
over 10 years



£1bn+

in private investment
targeted



6,000

new high quality jobs



40%

of the regional economy
in manufacturing

9

locations ready for
investment across three
tax sites

5.5m sq ft

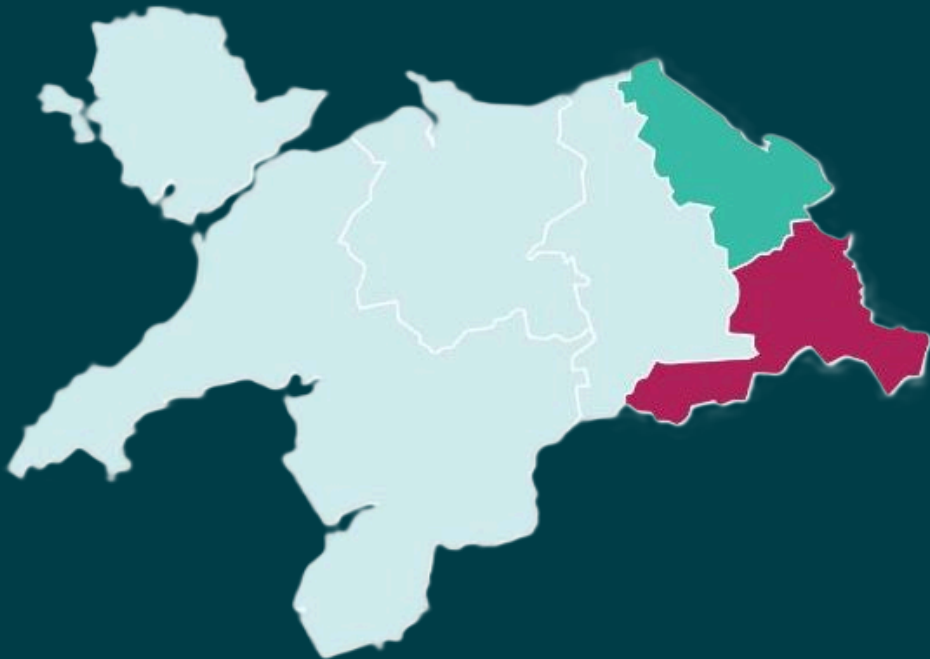
of new development potential

2

brand new innovation
centres promoting business
growth and resilience

1

dedicated planning unit,
streamlining consents for
investors



£5.5bn

in annual exports from the
existing cluster

£7.5m

business grants through
the local authority
delivered business
support programme



Skills & Workforce

31,000

manufacturing
specialists in the
local workforce

120+

graduate internships
and undergraduate
placements

12 & 15

degree
apprenticeships
and higher
engineering
apprenticeships
respectively, per year

100+

training courses for
upskilling and reskilling
the workforce

300+

participants in higher
level courses and
micro-credentials

3 & 6

PhD and MRes
research opportunities
respectively, directly
linked to Investment
Zone priorities

Progress in 2025/26

Flintshire and Wrexham Investment Zone officially launched

The Flintshire and Wrexham Investment Zone officially launched, with the funding allocated, and agreements signed between UK Government, Welsh Government, Ambition North Wales, Flintshire County Council and Wrexham County Borough Council. These approvals have enabled dedicated programme managers to be recruited, and specialist resource allocated, including legal, financial and planning, to drive delivery. Three tax sites – Deeside Gateway, Warren Hall and Wrexham Industrial Estate – were designated in November 2025, providing a range of tax reliefs, making these ideal sites to establish and grow businesses.



Flintshire and Wrexham Investment Zone Skills Strategy

The Investment Zone Skills Strategy was approved by the Regional Skills Partnership (RSP) on the 12th June 2025. The Skills Strategy was prepared by the RRegional Skills Partnership working with Wrexham University, Coleg Cambria and independent providers to set out an ambitious programme to attract local people into skilled roles, address gaps in STEM (Science, Technology, Engineering and Mathematics) participation, retain more graduates in rewarding careers and increase the representation of women and minority groups in the manufacturing sector.

Skills funding

An initial £12 million has been allocated to Wrexham University and Coleg Cambria over five years. This funding will enable hundreds of new training courses, providing upskilling and reskilling opportunities for at least 1,500 people. There will be employer co-designed training courses, and 12 new degree apprenticeships per annum (including in higher engineering, digital and SMEs).



Small Business Grants programmes were launched

Small Business Grants programmes were launched by both Flintshire and Wrexham councils in January 2026. Grants of up to £100,000 are available to support Small and Medium Enterprises in the advanced manufacturing sector to grow, create jobs and innovate. With a minimum 30% match funding paid by the business, these grants can enable the purchase of new equipment, property adaption or decarbonisation, or support accreditation or certification.



Improvements to public transport connectivity

Work is underway with Transport for Wales to develop the business cases for a number of rail and bus projects which will improve public transport connectivity to key employment sites across Flintshire and Wrexham. It will increase the workforce catchment and prioritise connecting local communities, so access to new jobs doesn't depend on car ownership, and opportunities are open to all. The first tranche of these projects are expected to come forward for approval in the coming year. The Port of Holyhead, Manchester Airport and the M53/M56 are all within reach, giving Investment Zone businesses ease of access to national and international markets and supply chains that few other Investment Zone locations can match.

Advisory Board

An Investment Zone Advisory Board, has been established to oversee delivery and progress. With representatives from across the public and private sectors, including Ambition North Wales, Flintshire County Council, Wrexham County Borough Council, Parliamentary representatives, the Regional Skills Partnership, Wrexham University, AMRC Cymru, North Wales Business Council and business leaders, it will ensure expertise is harnessed and momentum maintained for the years ahead.





Cynllun Twf
Gogledd Cymru
North Wales
Growth Deal

North Wales Growth Deal

funded by:



Llywodraeth Cymru
Welsh Government



UK Government
Llywodraeth y DU
Office of the Secretary of State for Wales
Swyddfa Ysgrifennydd Gaeafod Cymru

Overview of the Growth Deal

To build a more vibrant, sustainable and resilient economy in North Wales.

To build on our strengths, to boost productivity while tackling long-term challenges and economic barriers to deliver inclusive growth.

To promote growth in a scalable, inclusive and sustainable way, in line with the Well-being of Future Generations (Wales) Act 2015.

Investment



£240m

Growth Deal target investment



Total target investment:
over **£1bn**

Spending Objectives



Create up to
4,200
new jobs

Our Programmes



Innovation in High
Value Manufacturing



Agri-food and
Tourism



Digital
Connectivity

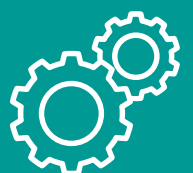
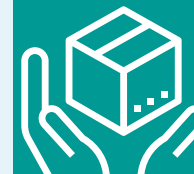


Land and
Property



Low Carbon
Energy

Growth Deal Delivery to Date in Numbers

	7 Projects in delivery		10 Projects approved not yet in delivery (funding committed)		8 Developing business cases (funding ringfenced)
	121 Jobs created (63 new jobs, 58 construction jobs)		£30.65m Growth Deal spend		£34.21m Total investment
	£6.4m Revenue income secured		5,885 Individuals engaged in careers-focused sessions		2,349m ² Floorspace developed
	106 Actions to strengthen local supply chains		26 New collaborations involving 111 organisations in support of Growth Deal projects		163 New knowledge management products created and shared

Academi Croeso



Academi Croeso, formerly known as the Tourism Talent Network, led by Grŵp Llandrillo Menai, is a hub-and-spoke model designed to create a single, coherent route into training, apprenticeships and career development across the visitor economy. The project reached a major milestone during 2025/26 with the official launch of the new brand at Theatr Clwyd in November. The launch brought together partners and stakeholders from across the tourism and hospitality sector, and marked an important step in strengthening the region’s skills pipeline for one of North Wales’ most established and distinctive industries.

During the year, delivery continued across partner sites, with build activity progressing at Portmeirion and work continuing with Zip World and other partners. The project also secured approval for additional time to bring forward a Business Justification Case for a replacement spoke, ensuring that the remaining investment can be targeted in a way that supports long-term impact. Academi Croeso is helping to future-proof skills provision, strengthen links between training and industry, and support a more resilient tourism and hospitality sector in North Wales.



“ Academi Croeso facilitates access for learners to first-class training facilities through connecting education with industry. By supporting learners and future employees in the tourism and hospitality industries to be taught and trained in real environments ensures that they are fully equipped to respond to the current and future needs of the North Wales economy. ”

Aled Jones-Griffith
Chief Executive



£3.94m
Total
investment
(to date)



25
Apprentices
registered
(to date)



30
Enterprises
supported
(to date)



£1.3m
Capital income
secured by
project
(to date)



15
New knowledge
management
products created
(to date)



Enterprise Engineering and Optics Centre

CanfodAu - Centre for Engineering and Innovation, the new facility at Wrexham University's Plas Coch campus, was officially opened in November 2025. The pioneering centre provides space for research, innovation and collaboration between students, researchers and businesses, marking a significant milestone for the Innovation in High Value Manufacturing Programme.

Focused on advanced manufacturing, composite materials, optics integration and hydrogen technologies, CanfodAu will support the co-creation of new products and processes that accelerate decarbonisation and industrial transformation. By equipping local businesses with access to specialist tools, expertise and infrastructure, the project aims to turn research and development into commercial value and help North Wales businesses compete globally.

During the year, procurement of specialist equipment progressed and additional investment was approved to enhance the offer. Work continued on associated activity including the hydrogen lab development, and also the OpTIC refurbishment at the University's base in St Asaph. The Enterprise Engineering and Optics Centre will help position North Wales as a place where high-value manufacturing can grow, innovate and attract investment.



“CanfodAu embodies the ambition at the heart of Wrexham University's vision to be a world-leading modern civic university: delivering the skills, innovation and partnerships that create jobs, improving productivity and driving inclusive growth across North Wales. Designed as a catalyst for collaboration, research and enterprise, this unique and groundbreaking facility has quickly become a flagship asset for the region. National recognition as Building Project of the Year at the Constructing Excellence in Wales Awards, together with Wrexham University's recognition as the Daily Mail's Welsh University of the Year, reflects the strength of our collective ambition and the transformative impact this investment is having on our communities, businesses and learners.”

Professor Joe Yates
Vice-Chancellor and CEO, Wrexham University



-  £12.25m
Total investment
(to date)
-  created 13 direct jobs
(to date)
-  75 students completing
qualifications (to date)
-  2,187m2 research floor
space created (to date)
-  26 enterprises supported
(to date)

Cydnerth

The Cydnerth project has progressed well into delivery this year. The project supports the Morlais tidal energy development by investing in infrastructure to connect to the National Grid. This enables increased deployment of tidal turbines and supports the generation of renewable energy from one of North Wales' major low carbon assets.

The loan agreement between Ambition North Wales and Menter Môn was completed during the year, with three loan drawdowns processed by March 2026. Construction activity progressed at Parc Cybi, Holyhead, including work to pull cables through ducts to extend the Morlais infrastructure and connect it to the grid. The project is now progressing well in delivery, with benefits monitoring underway and further activity continuing into 2026/27.

£

£8.87m

Total investment
(to date)



4

Jobs created
(to date)



73

Careers-focused
engagement events
(to date)



69

Actions taken to
develop/strengthen
local supply chains



3

Actions taken to
enhance biodiversity
(to date)



“ The support of Ambition North Wales is essential to establishing a new marine energy industry in North Wales, ensuring market access and long-term job opportunities. The transition of Cydnerth into construction marked a significant milestone for the region. It will enable the strengthening of local supply chains, support sustainable economic growth, and secure North Wales' position as a leading player in the future of clean energy generation. ”

Gerallt Llywelyn Jones, Director, Menter Môn Morlais Limited

Centre for Environmental Biotechnology+

The Centre for Environmental Biotechnology+ continued to make good progress throughout the year. The project supports Bangor University's ambition to develop world-leading capability in the discovery and characterisation of novel extremophilic enzymes of industrial relevance, creating a platform for research, collaboration and future investment.

Laboratory facilities at Henfaes were fully refurbished during the year, and specialist equipment continued to arrive, including the main bioreactor. The project identified an underspend, and a change request was approved to reallocate funding towards additional benefits, including collaboration and training space and enhanced research and development capability. The project is nearing completion of its delivery stage, with benefits already being realised and further activity continuing into 2026/27.



“This investment in the Centre for Environmental Biotechnology+ builds on the research of a group internationally recognised for its excellence. The investment supported by the North Wales Growth Deal will enable the team to bring that excellence to deliver for the regional economy. The investment has enabled the establishment of a specialist facility equipped to scale up the science and work with industry to upskill and to translate the science into new products and processes.”

Professor Paul Spencer, Pro-Vice-Chancellor



£2.56m
Total investment
(to date)



£2.64m
Revenue income secured
(to date)



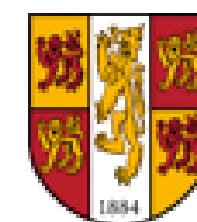
8
Direct new jobs
(to date)



72
New knowledge management
products created and shared



26
Students completing
qualifications (to date)



PRIFYSGOL
BANGOR
UNIVERSITY

Clean Energy Fund

In July 2025, Ambition North Wales launched a £24.6 million fund to provide vital financial support for businesses and voluntary-sector organisations, wanting to deliver clean energy or decarbonisation projects. The launch event brought together more than 90 stakeholders and marked the start of a new route for supporting renewable energy, decarbonisation and local ownership across North Wales.

The overall fund, which will run over a five-year period initially, consists of two key sub-funds for organisations based in North Wales. A voluntary sector sub-fund led by WCVA for charities, social enterprises, and community-led projects; with UMi delivering on a private sector sub-fund for businesses. A third reserve fund can consider applications from other organisations and alternative funding models.

The fund aims to deliver a £100m investment in the region, create 150 new jobs, and cut up to 125,000 tonnes of carbon dioxide equivalent.

Throughout the year, the fund received expressions of interest and applications across its sub-funds. Promotional activity included events, podcasts, articles, shows and engagement with potential applicants and delivery partners. By year-end, the first Investment Panel meeting had taken place and the first projects had been approved. The Clean Energy Fund is now an important part of the regional energy landscape, providing a practical route for projects to move from feasibility and ambition towards investment and delivery.



“The economic and environmental benefits that schemes bring are significant, and very much in line with our planet-friendly approach to financing voluntary sector organisations in Wales.”

Gwenith Elias, Clean Energy Investment Manager, WCVA

“Investing in clean energy and decarbonisation projects is a win win for businesses as the outcomes can lead to lower costs, improved efficiencies and unlock new growth opportunities.”

Matt Popple, Partnerships & Project Manager, UMi



Moving into Delivery

A number of projects secured full business case approval and are moving into delivery



Parc Bryn Cegin

Design and Consultancy Teams for the Parc Bryn Cegin project have been appointed by Welsh Government to obtain a project scheme and submit for planning and other consents. New employment units are set to be delivered in collaboration with Welsh Government, providing 1,730sqm of modern, energy-efficient business floor-space at Parc Bryn Cegin.



Gogledd Môn Sites and Premises

The Gogledd Môn sites and premises project secured Business Case approval, and is currently mobilising for delivery. The project will refurbish the former Marine Terminal Building at Porth Amlwch and build ten business units at the nearby Industrial Estate. Together, these developments are expected to support 95 new jobs, and create 2,300m² of new commercial floorspace.

Freeport Gateway

The Freeport Gateway project secured approval to join the Growth Deal. The project will acquire, demolish, decontaminate, create development plots and provide access and mains services to the former Peboc/Eastman site on the Parc Bryn Cefni Industrial Estate. In addition, five light industrial units will be created on Plot 2 of the Tregarnedd Industrial Park, with Plot 3 brought forward for sale to the private sector for development.



Former North Wales Hospital

A phased approach was agreed for the project, the contracts were secured for the Phase 1 enabling works and ecological mitigation work. The project aims to redevelop and restore the derelict 53-acre site by introducing new housing, commercial units and green community spaces.





Port of Mostyn

The project has secured business case approval, with procurement completed for the appointment of the main contractor. The project includes improvements to the existing berth and redevelopment of the Marsh Row site. The improvements are designed to ensure the port can handle the next generation of larger offshore wind components and accommodate businesses operating across the renewable energy supply chain.



Egni

Full Business Case approval was secured by the project, which will now see work move into the construction phase. This second building at M-SParc will expand capacity to support businesses, researchers and innovators working across low carbon energy and advanced technologies.

Glynllifon Rural Economy Hub

Dairy Sheep Wales, part of the Glynllifon Rural Economy Hub project, marked the moving into delivery with a spade in the ground event on site during February. The project positions North Wales as a global leader in sustainable milk production alongside creating high quality jobs within the rural community. Work continues on the Business Justification Case for the Sustainable Dairy element of the project.



Society 5.0

The business case for the Society 5.0 project marked the project officially joining the Growth Deal. The project will enhance the Enterprise Engineering and Optics Centre project, giving industry greater access to world-class high-precision engineering resources. Building on the Enterprise Engineering and Optics Centre's strengths, it extends benefits beyond the original scope, boosting skills and productivity, driving innovation in products, processes, and services across North Wales.



The Digital Programme Moving into Delivery



Advanced Wireless

Having secured business case approval in July 2025, we are preparing to launch a new £18.8 million fund to support businesses in the region to upgrade their wireless technology systems. The Fund will run until March 2030 for businesses with projects based in North Wales. Grant funding for up to 50% of eligible project costs will be allocated, with individual grants of between £20,000 to £2 million being made available.

Advanced wireless technology includes the latest Internet of Things, 5G, Wi-Fi and satellite communications systems, to help businesses boost their connectivity, improve productivity, automate processes and operate more efficiently. These technologies can support activities such as remote monitoring, data sharing and smarter operations across a wide range of industries.



4G+

The 4G+ project is preparing to launch two targeted grant funding streams to support the delivery of mobile infrastructure and help unlock development opportunities across key economic sites, transport routes, and business and tourism hubs in North Wales - supporting growth, investment, and future 5G deployment.

The 4G+ project supported the first small cell deployment with O2 and Ontix, improving mobile connectivity in Flintshire. Four sites have been installed, including at Deeside Industrial Park, highlighting O2's commitment to supporting both industry and local communities. Ambition North Wales played a key role by helping Local Authorities introduce Open Access Agreements, enabling telecoms providers to use local authority infrastructure and accelerate connectivity improvements across the region.

We launched the North Wales Digital Connectivity Forum that brings together key public and private sector partners to strengthen mobile and broadband infrastructure, address digital communications challenges, and support the region's digital transformation.



LPWAN (Low Power Wide Area Network)

This project aims to deliver extensive and accessible LoRaWAN (Long Range Wide Area Network) coverage - providing businesses and public sector users with a cost-effective solution for adopting Internet of Things applications. It's anticipated to deliver 130+ gateways hosted by councils to improve connectivity and efficiencies across multiple public services while providing network access to private users to enable trialling and innovation in their businesses.

In 2026 a complementary Ambition North Wales led, Shared Prosperity Fund funded project supported 16 farm businesses across the region to trial the technology. This resulted in a wide range of business benefits being successfully identified in different types of farms and the use of the technology continuing after the project. More industries will be engaged throughout the project to promote the potential of LoRaWAN across the economy.

Social Value within the Growth Deal



We have consistently sought to maximise the regional benefits generated through Growth Deal capital investment. Our procurement principles place a strong emphasis on securing added value, with a clear commitment to embedding social value across Growth Deal delivery.

All procurements over £100k are required to include social value commitments, with project sponsors expected to apply a 15% social value weighting within their scoring criteria. The main objective is to secure additional community and social benefits through project delivery, while also helping local, regional and national businesses compete for contracts, particularly where they are well placed to deliver meaningful social value.

This approach supports the ambitions of the Well-being of Future Generations (Wales) Act 2015 and the Social Partnership and Public Procurement (Wales) Act 2023, ensuring that economic growth also delivers lasting environmental and community benefits.

Total value of Growth Deal contracts awarded (inc VAT)

£72.3m

86%

of Growth Deal contracts awarded to North Wales suppliers

79%

of Growth Deal contracts awarded to SMEs

Glynllifon Rural Economy Hub

A £3.7M contract has been awarded to Anglesey based company OBR Construction to undertake the main works package on the Dairy Sheep Wales build. Their social value offer equates to £33,042.

Contract Value

£3.7M

Social Value

£33k

Egni

The M-SParc Phase 2 works contract was awarded to local North Wales supplier Wynne Construction. The contract value of £844k, includes a social value offering of:

Contract Value

£844k



30 weeks work experience placements



5 local FTEs to be recruited for the Egni project.



295 training weeks through new entrants/apprenticeships



An estimate of £5,566,000 to be spent with the local supply chain through the contract.

Enterprise Engineering and Optics Centre

Wrexham University awarded two contracts with a combined value of £1.5M for Mechanical Electrical Alterations and Supply, Delivery and Installation of a Bed Filament Winder. The Eletrical Alterations contracts was awarded to AJ Field a Flitshire based supplier. The combined social value totalled £86k:

Contract Value

£1.5M

Social Value

£86k



Apprenticeships



Employment opportunities



Local Supply Chain Expenditure



A £5,000 donation to a community project in Wrexham



Partneriaeth Sgiliau Rhanbarthol
Gogledd Cymru
North Wales
Regional Skills Partnership

Skills and Employability



funded by:



Llywodraeth Cymru
Welsh Government



Regional Skills Partnership

The North Wales Regional Skills Partnership (RSP) continues to play a key role in supporting Ambition North Wales priorities by ensuring workforce development and skills provision remain aligned with the region's economic ambitions, major investments and future growth opportunities.

Supporting the Flintshire and Wrexham Investment Zone was a key priority during 2025/26. The Regional Skills Partnership led development of the Investment Zone Skills Strategy and helped identify the workforce requirements needed to support future growth. This work contributed to the approval of the Investment Zone Skills Programme, securing £12 million for Coleg Cambria and Wrexham University to strengthen advanced manufacturing skills, develop specialist facilities and build the talent pipelines needed to support future investment across North Wales.



The Regional Skills Partnership also supported delivery of the North Wales Growth Deal through workforce planning, labour market intelligence and engagement with project sponsors. During the year, Project Prince (Knauf), Society 5.0 (Wrexham University), Albert Gubay Business School (Bangor University) and the Egni Project (M-SParc) presented their skills plans to the Regional Skills Partnership Board, providing updates on delivery, skills requirements and future workforce demand. These discussions helped align project workforce needs with regional skills provision and strengthen collaboration between projects, employers and education providers.

The Regional Skills Partnership supported skills planning linked to opportunities including HyNet, renewable energy, offshore wind and emerging nuclear developments.

The Regional Skills Partnership also worked closely with employers, including SMEs, helping businesses access skills support, inform training provision and develop the workforce needed for growth and productivity.

The North Wales Skills Portal continued to connect individuals and employers with jobs, training, careers information and business support, while promoting opportunities arising from regional investment and economic growth.

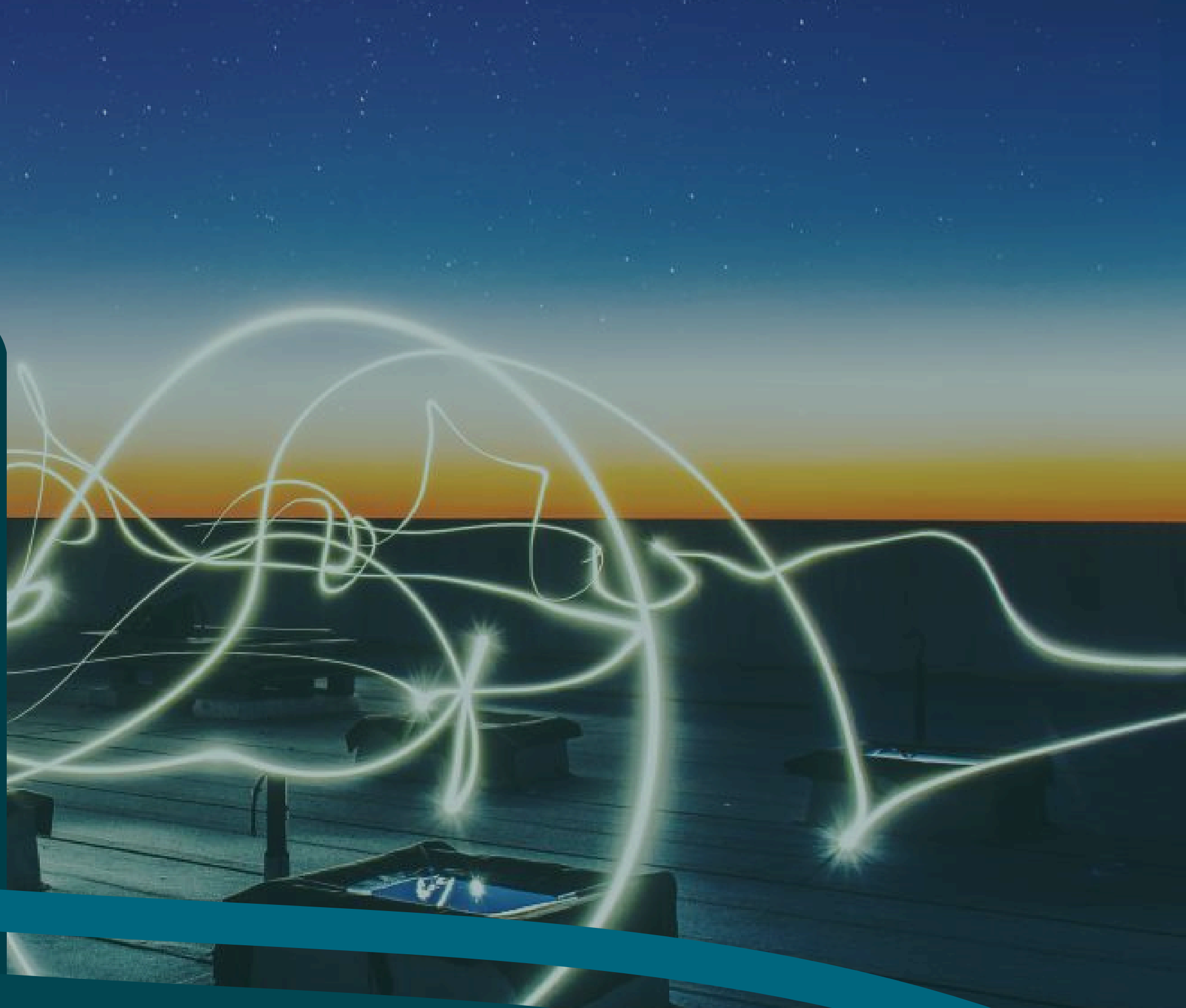


During the year, the Regional Skills Partnership progressed development of the next North Wales Skills and Employment Plan 2026-2029.

Through extensive engagement with employers, providers, local authorities, Welsh Government and regional stakeholders, the plan will establish the region's skills priorities and help ensure future provision aligns with emerging economic opportunities.

The refreshed plan is scheduled for launch in Autumn 2026.

Strategic Energy



funded by:



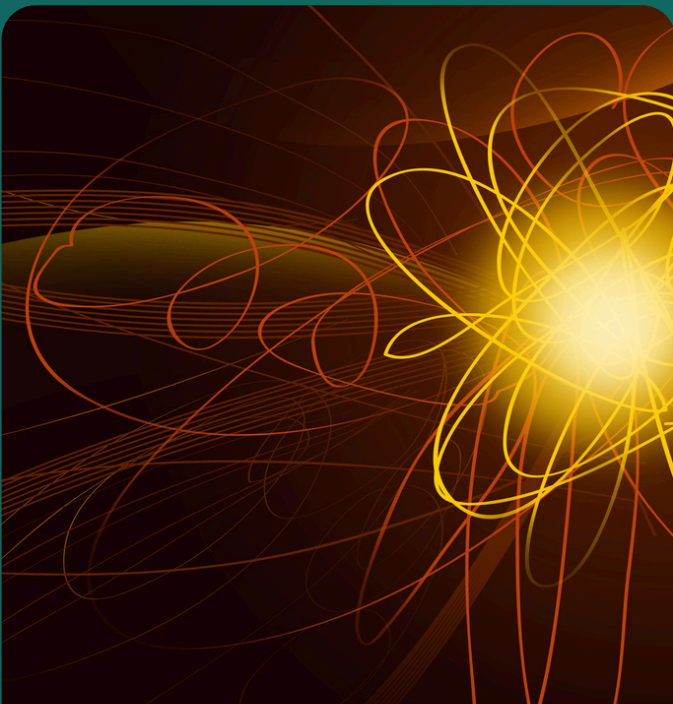
Llywodraeth Cymru
Welsh Government

Strategic Energy



Local Area Energy Plans

Five Local Area Energy Plans have been endorsed by local authorities, with one remaining in the political approval process.



North Wales Energy Advice Hub

The North Wales Energy Advice Hub was launched by Ambition North Wales, providing stakeholders with a central source of guidance, tools, case studies and funding information to support decarbonisation projects.



Energy Dashboard

A dashboard was developed to monitor the uptake of renewable and low-carbon technologies across each local authority area, providing visibility of decarbonisation progress across North Wales.



Collaboration

Mapping of renewable energy and decarbonisation projects across North Wales was undertaken to improve visibility of regional activity, support collaboration and identify investment opportunities.



Investment Prospectus

A North Wales Strategic Energy Investment Prospectus was produced to showcase priority energy projects, attract investment and support the delivery of projects identified through the Local Area Energy Plans and Regional Energy Strategy.

Shared Prosperity Funding



Shared Prosperity Fund

Ambition North Wales secured over £1m of Shared Prosperity Funding to deliver on workstreams maximising the benefits and opportunities available to businesses and communities across the region, through investments aligned to the North Wales Growth Deal. These activities helped strengthen the impact of regional investment by supporting business growth, skills, innovation, energy, digital connectivity and community resilience.

Shared Prosperity Fund activity concluded during March 2026 with a series of events designed to share learning and support future opportunities. Two community energy knowledge transfer events were held, led by energy consultancy firm Greener Edge, helping participants understand how their projects could progress through the Clean Energy Fund. The Smart Agriculture IoT Trials project also showcased practical uses of Internet of Things (IoT) technology in rural settings, culminating with another knowledge transfer event at Derwydd Farm in Corwen for farmers and rural professionals.

North Wales Skills Portal

Through SPF-funded activity, the Regional Skills Partnership worked alongside Loud Speaker and regional colleges to deliver a number of sessions engaging more than 70 young people across North Wales. The workshops provided labour market intelligence, explored local career pathways and included insights and training around interpersonal skills, helping learners to better understand future opportunities and the skills employers value.

Feedback gathered through workshops informed the Youth Insights Report, providing evidence around career aspirations, barriers to progression and awareness of local opportunities. These insights will be used to support and inform upcoming campaigns and communications aimed at young people, helping to promote opportunities in the region and raise awareness of green skills and future careers across North Wales.

“ Thank you so much to North Wales Skills Portal for hosting the feedback session with Loudspeaker Events at Grŵp Llandrillo Menai. It was a really valuable opportunity, and I particularly want to mention how amazing and engaging Rich was throughout. He did a fantastic job of encouraging the learners to take part, and it was brilliant to hear their insights and watch them become so involved. The session on interpersonal skills was incredibly impactful, and it was clear the learners gained so much from Rich’s delivery and approach.”

Shoned Owen, Enterprise Officer for Coleg Menai & Coleg Meirion Dwyfor



Smart Agriculture IoT Trials

A targeted programme of support for 16 farms across North Wales was designed to trial the latest digital technologies and tackle some of the main challenges they face day to day. The power of the Internet of Things (IoT) innovations and LoRaWAN (Long Range Wide Area Network) technologies were central to the launch of this new exciting network for farmers.

Poultry Shed Problem Detection

Derwydd, Llanfihangel Glyn Myfyr

Llyr Jones of Derwydd Farm, Denbighshire, took part in the Smart Agriculture IoT Trials Project to explore how LoRaWAN sensor technology could improve water management and poultry welfare on his 500-hectare upland farm. The farm installed water-level sensors on its main water tanks to monitor supplies from its boreholes and provide early warnings of potential issues, helping to ensure a continuous water supply while reducing the risk of costly reliance on mains water. Light intensity sensors were also installed in poultry sheds to monitor conditions and alert staff to any deviations from optimal settings, supporting bird welfare and enabling a rapid response to issues outside normal working hours. In addition, temperature and humidity sensors were used to monitor the farm's egg storage facilities. The trial demonstrated how IoT technology can improve farm efficiency, provide real-time operational insights, enhance animal welfare, and support more informed decision-making, leading Derwydd Farm to continue using the sensors beyond the pilot project.



Smart Monitoring of Electric Fencing

The Cloy, Wrexham

Andrew Gresty of The Cloy Farm near Wrexham participated in the Smart Agriculture IoT Trials Project to explore how digital technology could help reduce labour requirements and improve farm management following a spinal injury that led to a transition from dairy to beef production. The farm installed LoRaWAN-enabled Fencyboy sensors to remotely monitor electric fence performance across its grazing platform, providing real-time alerts on voltage drops and power outages. This enables faults to be identified quickly without the need for manual fence inspections, helping to reduce workload, improve livestock management and minimise the risk of cattle escaping. The technology has already helped identify areas for infrastructure improvements and is expected to strengthen farm biosecurity by maintaining secure boundary fencing, supporting the efficient management of a growing beef enterprise.



Farmers benefitted from being trained and supported on how to utilise data dashboards to improve business productivity. Work concluded with an agri-tech knowledge transfer event, led by our delivery partner Mentera, on a farm near Cerrigydrudion to share key findings, insights and lessons from the trials.

Clean Energy Feasibility

In collaboration with provider Greener Edge provision of direct support to organisations to undertake feasibility studies and develop their energy and decarbonisation project proposals was awarded to seven organisations - Bay of Colwyn Town Council, Llangollen Pavillion, Nant Gwrtheyrn, Park in the Post Community Interest Company, Anglesey Agricultural Society, Hafod Colliery Social Centre and Stiwt Theatre.

Llangollen Pavilion

The pavilion is a nationally significant cultural venue and is planning a low-carbon transition to protect its future by reducing operating costs along with supporting the local community. With technologies including solar PV, battery storage, heat pumps and EV charging, it's estimated savings include:

- a carbon reduction of 46,68 tCO₂e
- around £269,000 over a 10-year period



“We’re incredibly grateful for the support from Denbighshire County Council and Ambition North Wales. With only a small team and volunteers, we didn’t have the technical expertise needed for a full sustainability assessment, so appointing trusted consultants was essential. Greener Edge have been excellent to work with, through site visits and detailed scoping, they’ve given us a clear plan that shows the way forward”

John Gambles, Chair, Llangollen Musical Eisteddfod

Bay of Colwyn Town Council

Colwyn Bay Town Hall, a Grade II listed community hub completed in 1907. The feasibility study found that heritage-friendly secondary glazing, solar PV and battery storage, air source heat pumps, and lighting upgrades could improve comfort and efficiency while reducing CO₂ by 32.80 tCO₂e per year, cutting lighting energy use by 66%, supplying 66% of annual electricity demand with solar and battery, and saving an estimated £75,000 over 10 years.



“The Town Council declared a Climate and Nature Emergency a few years ago. We were very conscious of our direct emissions and inhabiting a grade 2 listed building, comes with its challenges around energy in particular. We were successful in getting support for Clean Energy Feasibility studies and worked with Greener Edge. They came to explore the building with us to understand our current usage and our various occupants. We have around six at the moment, all with different numbers of staff occupying the building at different times of day.”

Tina Earley, Town Clerk to Bay of Colwyn Town Council

Charity of the Year



Charity of the Year

Every year Ambition North Wales select a charity of the year. The team’s charity for last year (September 2024/2025) was the Rape & Sexual Abuse Support Centre (RASASC) North Wales. RASASC provides vital information, specialist support, and therapy to anyone aged three and over who has experienced sexual abuse or violence—whether recent or historic. Their services also extend to partners and family members affected by such experiences, offering compassionate, professional support to help people heal.

The team have held a fantastic mix of fundraising activities and fun for the charity from hosting a series of successful bake sales, with the efforts culminated in a hugely popular Spin Fest that brought colleagues and the community together. A big thank you to everyone who got involved and supported these brilliant events and the charity! The team also created care packages for RASASC clients to the value of £1,159.

A big thank you to Rape & Sexual Abuse Support Centre (RASASC) North Wales for being our Charity of the Year—we’re incredibly proud to support such a vital organisation.

We raised an amazing
£3,271
for the charity

We are proud to announce that our Charity of the Year (September 2025/2026) is St David’s Hospice.

The charity provides high-quality specialist palliative care to patients with life-limiting illnesses. Operating 24/7, it offers inpatient care, hospice-at-home services, day therapy, and bereavement support to patients and their families.

We plan to support the organisation’s dedicated team through a range of fundraising and awareness-raising activities throughout the year.

Keep an eye out for more of our events taking place near you as we continue to support this vital cause throughout the year!



Looking Ahead: The Next 12 months

The year ahead will build on the strong foundations established in 2025/26. Under the democratic leadership of the six constituent council Leaders, working collectively through the North Wales Corporate Joint Committee, we will accelerate investment, strengthen confidence in delivery and create even greater opportunities for communities, businesses and partners across North Wales.

As our programmes gather pace, we will continue strengthening the organisation by embedding robust systems, enhancing capability and progressing our transformation journey. These improvements will ensure we have the capacity, agility and transparency needed to manage an increasingly complex regional portfolio and maximise its impact.

Transport will remain a key priority, with capital investment supporting sustainable interventions that improve access to jobs, education, services and leisure opportunities. These investments will help create better-connected communities, support decarbonisation and strengthen long-term economic participation.

Work will also continue on the Strategic Development Plan, supporting a more coordinated approach to land use, housing, infrastructure, transport and economic development. This represents an important step towards a sustainable and prosperous future for North Wales, balancing local priorities with regional opportunities.

Across the Flintshire and Wrexham Investment Zone, projects will continue to move from planning into delivery. This includes business grant funding, skills initiatives and investment in infrastructure to accelerate the development of key strategic sites.

The North Wales Growth Deal will gather further momentum, with more projects entering delivery and increasing focus on investment, job creation and long-term economic value. Progress is expected across projects including construction starting on projects including but not limited to Parc Bryn Cegin, Gogledd Mon Sites and Premises and Port of Mostyn

Digital connectivity will remain central to inclusive growth. New grant schemes and the continued work of the North Wales Digital Connectivity Forum will help tackle connectivity challenges and support communities, businesses and public services.

We also look forward to seeing more businesses and voluntary organisations benefit from the Clean Energy Fund as part of the wider Low Carbon Energy Programme.

Alongside this, preparations will begin for the Welsh Government's new regional approach to the Local Growth Fund, which the CJC will deliver from April 2027.

Together, these priorities signal a new phase for North Wales, defined by delivery, ambition and partnership. Guided by the collective leadership of the six constituent council Leaders and informed by the needs and aspirations of our communities, we will continue to work collaboratively with partners to create a more prosperous, resilient and well-connected North Wales.



Alwen Williams
Chief Executive
Ambition North Wales

Our Partners



£240m Growth Deal Funding

£160m Flintshire and Wrexham Investment Zone Funding by



NORTH WALES CORPORATE JOINT COMMITTEE

25 September, 2026

TITLE: Transformation and Improvement Programme Update

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

1. PURPOSE OF THE REPORT

- 1.1. To update Members on progress of the ongoing programme of transformation and improvement for 2026/27.

2. DECISION SOUGHT

- 2.1. To note the progress and challenges of the 2026/27 programme.

3. REASON FOR THE DECISION

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

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The CJC has full operating status, meaning that it functions as a corporate entity, employs people, and has in place the necessary governance arrangements. This provides the primary framework of governance which, enables the CJC to function as a public authority across all of its functions.
- 4.2. Following the transfer of the Growth Deal, its funding and staff into the CJC on the 1st April 2025 and under the adopted brand of Ambition North Wales (ANW) is now 18 months into an ongoing multiyear programme of establishing the operating model for a new public body.
- 4.3. The programme continues to provide updates since transfer to the CJC outlining the breadth of organisational change through the programme covering progress and challenges. These reports, including decisions and minutes, are included below for ease of reference:
- i. [North Wales Corporate Joint Committee 13th June, 2025](#)
 - ii. [North Wales Corporate Joint Committee 28th November, 2025](#)
 - iii. [North Wales Corporate Joint Committee 20th March, 2026](#)

- 4.4. Change is not only constant but important for ANW as a regional public body to meet statutory guidance and legislation. The programme reflects the ability to manage specific change and improvement where any focus will be on specific processes and practices. The transformation as a whole programme will redefine the organisation requiring a broader deeper shift, including its culture and operations, over many years reacting to current and future internal and macro environment challenges.
- 4.5. Programmes are temporary organisations established to deliver outcomes often over several years through a range of agreed projects delivering new capability. Temporary programmes of this nature often require a hybrid model of resource to ensure success. This commitment to delivering and embedding complex change within a new entity is challenging and requires flexible and specialist capacity from a mix of interim or consultancy support at various stages of its lifecycle.

5. 2026/27 PROGRAMME PROGRESS TO DATE

- 5.1. As outlined in previous reports the 2025/26 programme celebrated success but also outlined its challenges and concluded at the end of March 2026. The team were able to deliver approximately 35% of deliverables with 35% carried forward under development and 30% not started and moved into the new 2026/27 programme.

The current 2026/27 programme has continued to make positive progress despite challenging financial and human resource dependencies. Delivery has required an iterative 'agile' prioritisation approach to manage a range of simple to complex change for the year. This is regularly reviewed by the programme board and SRO (CEO) supported by a change control process. Key challenges since the previous report include:

- i. Balancing capacity of resource to focus on ANW transformation and improvement in addition to BAU operational activity remains a challenge as further demand and requirements increase.
- ii. Developing capabilities within a very small 'corporate' team to manage the requirements of a public body.
- iii. Service Level Agreement completion and approval by both parties has been a challenging matter for formal agreement although services are currently being provided with funding. Recruitment of CJC approved funded resources can commence once agreements are signed.
- iv. Appointments of new Cyngor Gwynedd HR and IT Service Managers to lead workstream delivery.
- v. Workstream (functional) leads continue to be 'non-technical' project managers supported by the programme lead.
- vi. Budget constraints are managed carefully and affordability aligned to prioritisation of projects within the programme
- vii. External factors affecting planned organisational change
- viii. Partner support to meet deadlines and progress projects
- ix. Joint Overview & Scrutiny Committee partner agreement

- 5.2. Despite the current challenges outlined the programme has continued to make a positive step change. A summary of positive progress and/or achievements include:

CEO's Office (Corporate)

- i. Year 2 Welsh Government grant funding received to develop capacity and capability for ANW
- ii. Portfolio Director appointed
- iii. Head of PMO Delivery appointed
- iv. Change Leadership development – Senior Leadership Team
- v. Digital Transformation Data Learning – discovery stage
- vi. Regional Culture, Digital and Creative Industry enquiry – discovery stage
- vii. Business sector customer journey mapping – Welsh Gov/ANW joint working
- viii. LGF – preparation for Year 2 and Year 3

Legal & Governance

- i. Interim Deputy Monitoring Officer appointed
- ii. Full constitutional review completed for approvals
- iii. Register of Interest published
- iv. Governance structure development
- v. Standards sub-committee readiness for early 2027 launch
- vi. Joint Overview and Scrutiny Committee development
- vii. Appointments Committee development
- viii. Petition Scheme development
- ix. Legal Case Management System supplier engagement

Finance

- i. External audit plan delivered
- ii. Internal Audit Plan delivered
- iii. Inaugural Medium Term Financial Strategy & Plan delivered
- iv. Corporate risk strategy delivered

IT

- i. Cyngor Gwynedd Head of IT appointed – supports ongoing IT workstream delivery
- ii. Initial iTrent readiness
- iii. Co-Pilot development

HR

- i. Cyngor Gwynedd HR Service Manager appointed – supports ongoing HR workstream delivery
- ii. 2026/27 Pay Policy published

Operations (General)

- i. Business Advisory Board established
- ii. Welsh Language Standards Annual Report delivered
- iii. Team capability development including data protection, social partnerships
- iv. Data Protection Officer trained and appointed
- v. Service Level Agreement progress has taken a step change towards sign off
- vi. Staff benefits procurement being finalised
- vii. Annual staff survey – draft stage
- viii. Brand guidelines – draft stage
- ix. Communications Strategy and Protocol – draft stage

- x. Social Partnership Duty Annual Report 2026/27 – draft stage
- xi. Trade Union Recognition Agreement – draft stage
- xii. Business Continuity Plan – draft stage

Operations (Policy)

- i. Senior Policy Officer appointed
- ii. Compliments, Comments, Complaints policy delivered
- iii. Maternity Absence and Pay policy delivered
- iv. Policy engagement with partners and commissioners ongoing
- v. Well-being statement (including objectives) – draft stage
- vi. Strategic Equalities and Human Rights Plan at draft stage including interim website notice of intent
- vii. Freedom of Information – draft stage
- viii. Data Protection and Privacy – draft stage
- ix. Biodiversity and Resilience – draft stage
- x. Policy on Awarding Grants (Welsh Language Standards) – draft stage

Procurement:

- i. Successful appointment of a procurement officer following difficult market conditions
- ii. Contracts review and upgrade under review
- iii. Contracts register – draft stage
- iv. E tendering platform review
- v. Impact procurement platform replacement review

Transport

- i. Audit Wales organisational performance audit completed for transport
- ii. Transport officers recruited
- iii. Regional Transport Plan Monitoring & Evaluation development

Planning

- i. Preparations to recruit Senior Planner and Planning Officer roles

5.3. Prioritised delivery yet to start includes:

- i. Appointment of permanent legal resource
- ii. Section 151 and finance resource appointments
- iii. Comms team resource and consultancy appointments
- iv. Corporate Plan and Vision Statement development
- v. Committee Management System
- vi. Webcasting
- vii. ANW time recording system replacement
- viii. SharePoint (Document Management) Upgrade
- ix. Cyngor Gwynedd deployment of new systems – ANW business readiness
- x. Communications Plan
- xi. Staff performance management (staff appraisal)
- xii. Welsh Government Governance Review - CJsCs
- xiii. Public Participation Scheme
- xiv. Annual Self-Assessment (Part 6)

5.4. The 2026/27 a 'reserve' list of further delivery is available to be considered should the prioritisation principles enable this delivery. If not, this would be moved to 2027/28. A summary of reserve list items include:

- i. Organisational design review
- ii. Welsh Government CJC Prospectus – Change impact
- iii. Public Affairs plan
- iv. Fair work employer accreditation
- v. Information Management and retention
- vi. IT releases and upgrades
- vii. Business process management
- viii. People strategy and plans
- ix. Committee continuous improvement reviews
- x. Investment Strategy
- xi. Commercial Strategy
- xii. Public Sector Net Zero

6. FINANCIAL IMPLICATIONS

6.1. The ANW transformation and improvement as outlined is a multi-year programme. All known planned assumptions for funding are included within the current Medium term Financial Plan to enable the ongoing establishment of the organisation, the ongoing change and improvement requirements. This will enable the right people, process and technology capabilities to meet current and any known or unknown short to medium term demand. The CJC is currently in receipt of its year 2 of a 3 year grant funding agreement which contributes to capacity and capability building.

7. LEGAL IMPLICATIONS

7.1. There are no known legal implications within this report.

APPENDICES:

None

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

"The Transformation and Improvement Programme is an important mechanism for strengthening the CJC's corporate governance arrangements and supporting the continued development of the organisation.

A number of the workstreams involved will undoubtedly have direct legal and governance significance, and it will be important to ensure that statutory requirements and essential governance arrangements are observed.

At this time, the recommendation is to note progress only and does not itself authorise any changes. Any matters requiring formal approval would be brought forward through the appropriate decision-making processes in the normal way.”

ii. Statutory Finance Officer:

“I can confirm the accuracy of the financial information contained in the report. As the report explains, the capacity required is under constant review due to the nature of the transformation project.

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

MEETING: North Wales Corporate Joint Committee
DATE: 25th September 2026
SUBJECT: North Wales Corporate Joint Committee Petition Scheme
AUTHOR: Helen Edwards, Deputy Monitoring Officer

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to establish a Petition Scheme for the CJC.

2. DECISION SOUGHT

That the Corporate Joint Committee approves the petition scheme at Appendix 1.

3. REASON FOR THE DECISION

The Local Government and Elections (Wales) Act 2021 mandates that the CJC must make and publish a scheme setting out how it intends to handle and respond to petitions. The draft scheme at Appendix 1 meets the requirements of the legislation, and the CJC is asked to approve it. Once approved it will become effective immediately and will be published on the CJC's website.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

The proposed scheme details how a petition may be submitted, how and by when the CJC will acknowledge receipt, the steps it may take in response to a petition, and the circumstances in which the CJC may take no further action.

It is a legislative requirement that the CJC makes and publishes a petition scheme.

5. RESOURCE IMPLICATIONS

The making and publishing of a petition scheme have no significant resource implications. If a valid petition is submitted, administrative resources would be required to respond to it in accordance with the scheme, but these are not expected to be onerous. If the CJC decides to take the action that a petition requests, this may have resource implications, but this would be considered on a case-by-case basis when the appropriate response to the petition is determined.

6. CONSULTATION

There has been no consultation, as the implementation of a scheme is a statutory requirement.

7. INTEGRATED IMPACT ASSESSMENT

7.1. Wellbeing of Future Generations (Wales) Act 2015

In developing the decision sought in this report, regard has been had to the well-being duty arising under the Well-Being of Future Generations (Wales) Act 2015 ('the Act').

The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to carry out sustainable development, meaning the process of improving the social, economic,

environmental and cultural well-being of Wales by taking action aimed at achieving the seven well-being goals of:

A prosperous Wales

A resilient Wales

A healthier Wales

A more equal Wales

A Wales of cohesive communities

A Wales of vibrant culture and thriving Welsh language

A globally responsible Wales

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

The implementation of a petition scheme will ensure that individuals, community groups and organisations can participate in the democratic process, by raising issues of public concern with the CJC and allowing Members to consider the need for change. It is acknowledged that petitions can have positive outcomes that lead to change or inform debate.

7.2. Equality Act 2010

There are no specific equalities implications arising from this report.

7.3. Welsh Language (Wales) Measure 2011

In accordance with the Welsh Language Standards (No.1) Regulations 2015, consideration has been given to the impact the decision sought in this report may have on opportunities for people to use and promote the Welsh Language, whether the proposals treat the Welsh Language more or less favourably than the English Language, and opportunities for increasing the positive effects, or decreasing the negative effects, of the proposals on the Welsh Language.

No negative impacts were identified which would prevent approval being sought to implement the recommendations of this report.

The petition scheme will be published bilingually and clearly states that petitions may be submitted in Welsh or English.

7.4. Biodiversity and Resilience of Ecosystems Duty

There are no specific biodiversity and resilience of ecosystems issues arising from this report.

8. LEGAL IMPLICATIONS

The CJC is obliged to make and publish a petitions scheme under the Local Government and Elections (Wales) Act 2021. The proposed scheme at Appendix 1 is consistent with and meets the requirements of that legislation.

9. FINANCIAL IMPLICATIONS

There are no specific financial implications arising from this report.

10. APPENDICES

11. BACKGROUND DOCUMENTS

None

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

Section 42 of the Local Government and Elections (Wales) Act 2021, as applied to corporate joint committees by regulation 31 of the Corporate Joint Committees (General) (No. 2) (Wales) Regulations 2021, requires the CJC to make and publish a petition scheme and to keep that scheme under review.

The proposed scheme addresses the statutory requirements governing the submission and acknowledgement of petitions, the steps that may be taken in response, the circumstances in which no further action may be taken, and the communication and publication of responses. The signature thresholds and allocation of the different response routes are policy choices within the CJC's discretion.

ii. Section 151 Officer:

I have no comments to add from the perspective of financial propriety.

PETITION SCHEME

1. Overview

Petitioning is one way that individuals, community groups and organisations can participate in the democratic process, by raising issues of public concern with the CJC and allowing Members to consider the need for change. It is acknowledged that petitions can have positive outcomes that lead to change or inform debate. This petition scheme is made under s42 of the Local Government and Elections (Wales) Act 2021. Petitions may be submitted in Welsh or English, and the Petition Scheme is published bilingually.

2. Who Can Raise a Petition?

Anyone who lives, works, owns a business or studies in the CJC area can sign or submit a petition, including those under the age of 18. Anyone who lives in the area of a neighbouring Council may also sign or submit a petition IF they could reasonably be expected to be affected by the subject matter of the petition.

Petitions may be submitted on paper or electronically using an online petition system which meets the requirements of a valid petition, or a combination of the two.

3. Consideration of a Petition

3.1 A petition may be considered at a meeting of the CJC or by a sub-committee if the topic of the petition relates to the specific role of that sub-committee.

3.2 The Monitoring Officer or a person authorised by them will consider any petition submitted and determine if it is admissible based on the criteria for a valid petition set out in section 4 below. Any disputed or legal issues will also be referred to the Monitoring Officer.

3.3 In considering the petition, the CJC will consider the statutory and non-statutory guidance on democracy for principal councils, made under s44 of the Local Government and elections (Wales) Act 2021, in particular the Statutory Guidance on Petitions. The CJC is not required to comply with this guidance but will use it as a relevant benchmark.

4. Requirements of a Valid Petition

Lead Petitioner

4.1 All petitions require a lead petitioner who will act as the contact point

for the petition. The following are the requirements necessary for a lead petitioner:

- 4.1.1 The lead petitioner must be an individual who lives, works or studies within the CJC's area or an organisation based in the CJC area.
- 4.1.2 The lead petitioner's full home, work, or study postal address or the organisation's postal address, must be included and an email address or contact information to which any communications concerning the petition can be sent.

The Petition

- 4.2 The CJC will consider all petitions with at least 10 signatories that fall within the scope of this Scheme. Petitions can be submitted to the CJC either on paper or electronically, with the general requirements of the Scheme applying to both paper and e-petitions. The petition must:
 - 4.2.1 contain a clear, short statement covering the subject of the petition. The petition will be returned if it is unclear;
 - 4.2.2 call for CJC to take some specific action, for example: "We call on the North Wales Corporate Joint Committee to...." This must be repeated on every page of a paper petition;
 - 4.2.3 provide the names and postal addresses of those signing the petition, including postcodes;
- 4.3 A suggested petition template is shown at Annex A to this Petitions Scheme.
- 4.4 Petitions must not contain:
 - 4.4.1 Language which is offensive, intemperate or provocative. This not only includes obvious profanities, and insults, but any language which a reasonable person would regard as offensive;
 - 4.4.2 Potentially false or potentially defamatory statements;
 - 4.4.3 Information which is prohibited from being published by an order of a court or a body or person with similar power;
 - 4.4.4 Material which is potentially confidential, commercially sensitive, or which may cause personal distress or loss;
 - 4.4.5 Any commercial endorsement, promotion of any product, service or publication or statements that amount to advertisements;
 - 4.4.6 The names of officials of public bodies, unless they are part of the senior management of those organisations;

- 4.4.7 The names of family members of elected representatives or officials of public bodies;
- 4.4.8 The names of individuals, or information where they may be identified, in relation to criminal charges; or
- 4.4.9 Issues for which a petition is not the appropriate channel (for example, correspondence about a personal issue or an issue subject to court proceedings).

Petitions that are Not Admissible under Scheme

4.5 The following are not admissible:

- 4.5.1 Petitions relating to anything the CJC is not responsible for;
- 4.5.2 Statutory petitions, or petitions relating to Local Authority Referendums which fall under the Local Authorities (Referendums) (Petitions and Directions) (Wales) Regulations 2001, for which separate arrangements apply within relevant local authorities;
- 4.5.3 Petitions asking the CJC to adjudicate, arbitrate or mediate personal or staffing issues or commercial interests where this is the role of a court or tribunal;
- 4.5.4 Petitions on matters that are subject to legal proceedings in the courts;
- 4.5.5 Petitions on matters that are already subject to determination by an Ombudsman (or person with similar powers);
- 4.5.6 Petitions that are essentially freedom of information (FOI) requests, comments, compliments or complaints, which will be passed to the appropriate officer for a suitable response; or
- 4.5.7 Petitions which raise issues of possible CJC Member or employee misconduct. These need to be directed to their respective procedures. Complaints against CJC members should be directed to the Public Services Ombudsman, 1 Ffordd Yr Hen Gae, Pencoed, CF35 5LJ. Complaints against CJC employees should be directed to feedback@ambitionnorth.wales.

- 4.6 When a petition has been presented to the CJC, no further petition on a similar topic and seeking a similar outcome, shall be considered within six months of the date on which the petition was first considered or the petitioner heard.

Petition Signatories

- 4.7 An appropriate signatory is an individual who lives, works, owns a business or studies in the CJC area, or who lives in the area of a neighbouring Council and could reasonably be expected to be affected by the subject matter of the petition.
- 4.8 An individual can only sign a petition once. People must not sign both an online and a paper petition, and duplications may be removed if it is found that a petitioner has signed twice.
5. Submitting a Petition
- 5.1 Paper or electronic petitions which are to be considered by the CJC are to be submitted to the CJC's Monitoring Officer:
- By email to: Pwyllgorau@uchelgaigogledd.cymru; or
 - By post to: Democratic Services, Ambition North Wales, Government Buildings, Sarn Mynach, Llandudno Junction LL31 9RZ
6. How and when the CJC will Acknowledge Receipt of a Petition
- 6.1 Receipt of a paper petition or submission of an electronic petition will be acknowledged within 5 working days provided that the contact details of the lead petitioner are provided at the same time.
7. Confirming a Valid Petition
- 7.1 The Monitoring Officer or a person authorised by them will undertake initial checks to confirm that a submitted petition meets the requirements of the Scheme.
- 7.2 If a number of petitions are received on a similar topic with similar desired outcomes, only one lead petitioner will be able to present their petition to the CJC. The lead petitioner for each petition will be notified by the Monitoring Officer and requested to liaise with each other to consider options to amalgamate petitions and determine which lead petitioner will present the petition to the CJC. If agreement is not reached the petitioner with the largest number of signatures will have the right to present the petition to the CJC.
- 7.3 Any concerns regarding the validity of the petition will be raised with the Monitoring Officer.
- 7.4 If a petition is invalid the lead petitioner will be informed within 10 working days of receipt of the petition, why it cannot be progressed.
8. The Steps the CJC may take in Response to a Petition

- 8.1 A petition with 10 – 100 signatures will be referred to the Chief Executive to respond. A response will be provided to the lead petitioner within 20 working days of receipt.
- 8.2 A petition with 101 – 500 signatures will be referred to the Chair of the CJC to respond. A response will be provided to the lead petitioner within 20 working days of receipt.
- 8.3 A petition with more than 500 signatures will be referred to a meeting of the CJC.
- 8.4 Where a petition is considered at a meeting the petition presenter may outline the request of the petitioners, the reason for the request and the number of the signatories. The lead petitioner may not speak under this rule for more than one minute.
- 8.5 The meeting may decide to:
- Take the action the petition requests;
 - Take no further action;
 - Refer the matter to the relevant sub-committee, , a working group or an officer;
 - Request an officer to take any other step in relation to the matter.
- 8.6 The decision of the meeting will be recorded in the minutes and provided in writing to the lead petitioner.
- 8.7 The CJC's response to a petition will be published on its website within 30 days of the date on which the response is provided to the lead petitioner.

9. Exceptions

In the period immediately before an election or referendum we may need to deal with petitions differently. If so, we will explain the reasons and discuss any revised timescale which may apply.

10. Alternatives to Petitions

After reading the Petition Scheme an individual or organisation may consider that a petition is not the most appropriate avenue to achieve the desired outcome. Alternative options to enable members of the public to have their say include:

- Writing to the appropriate CJC Member or the CJC's Chief Executive;
- Responding to a Consultation;
- Making a suggestion through the CJC's website.

11. Data Protection and GDPR

All personal data will be handled in compliance with data protection laws and the CJC's Privacy Notice. Hard copy and electronic petition information will be kept for 12 months and after that time it will be safely and securely destroyed.

12. Review

This petition scheme will be kept under review from time to time, and if the CJC considers it appropriate the scheme will be revised. Any revised scheme will be published on the CJC's website.

ANNEX A – SUGGESTED PAPER PETITION TEMPLATE

Lead Petitioner details

Name	
Full postal address	
E mail address	
Telephone number (optional)	

Petition details

A clear short statement covering the subject of the petition. The petition will be returned if it is unclear.	
Call for the CJC to take some specific action.	We call on the North Wales Corporate Joint Committee (Ambition North Wales) to Note: to be repeated on every page of a paper petition

Petition signatories

We call on Ambition North Wales [insert call for specific action copied from petition details]

No.	Name	Full postal address	Postcode	Signature
1				
2				
3				
4				

NORTH WALES CORPORATE JOINT COMMITTEE

25 September, 2026

TITLE: Establishment of a Standards Sub-Committee

AUTHOR: Helen Edwards, Deputy Monitoring Officer

1. PURPOSE OF THE REPORT

- 1.1 To enable a Standards Sub-Committee to be established.

2. DECISION SOUGHT

That the Corporate Joint Committee is asked to:

- 2.1 Agree the Terms of Reference for the Standards Sub-Committee (Appendix 1).
- 2.2 Agree that the constituent authorities and National Park Authority will be asked to nominate members of the sub-committee as set out in para 4.5 below.
- 2.4 Agree that constituent authorities will be asked to nominate Independent members from their Standards Committees, subject to the statutory eligibility requirements. In default of sufficient nominations, agree that the CJC will undertake a public external recruitment campaign.
- 2.5 Agree the recruitment timetable and process for Independent Members as set out in paragraphs 4.6 and 4.7 of this report, and authorise the Monitoring Officer to a) amend this if necessary and b) establish and determine an appointments panel in accordance with regulation 15 of the Standards Committees (Wales) Regulations 2001, as amended.

3. REASON FOR THE DECISION

To allow the Corporate Joint Committee to progress towards establishing a Standards Sub-Committee and holding the first meeting of the sub-committee, in accordance with its statutory obligations.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1 The Standards Committees (Wales) Regulations 2001 (as amended) require the Corporate Joint Committee to establish a Standards Sub-Committee.
- 4.2 The Terms of Reference for the sub-committee will form part of the Constitution and must be agreed by the Corporate Joint Committee.

- 4.3 The Regulations require the Standards Sub-Committee to be not less than 5 members, and not more than 9. It is proposed that the sub-committee should be made up of 7 members, which seems a practical size for the sub-committee to be able to transact the relevant business, ensure a wide range of skills amongst its members, and encourage meetings to be quorate (the Regulations set quorum as 3 members, at least half of which must be Independent Members).
- 4.4 The Regulations require at least half of the members of the sub-committee to be Independent Members if the numbers on the committee are even, and if they are odd, Independent Members must be in the majority. It is proposed that there should be 4 Independent Members on the sub-committee.
- 4.5 The remaining 3 members of the sub-committee will be drawn from members of the constituent authorities and National Park Authority. There are restrictions on who may become a member of the Standards Sub-Committee, which prevent any member of the Corporate Joint Committee or any of its other sub-committees from being a member of the Standards Sub-Committee. Constituent authorities and the National Park Authority will be asked to agree which of them should put forward one of the 3 members (who should represent at least two different political parties) and agree their nominations through their own processes in the usual way.
- 4.6 The proposed recruitment timetable is as follows:
- 4.6.1 Request nominations from constituent authorities for the 4 Independent Members, from their own Standards Committees. If sufficient nominations are not received by the end of September, publish advert to recruit Independent Members.
- 4.6.2 Deadline of 12 noon on 16 October for interested candidates to submit their application.
- 4.6.3 Week commencing 19 October shortlisting of candidates.
- 4.6.4 Week commencing 2 November for Panel interviews of shortlisted candidates.
- 4.6.5 Corporate Joint Committee meeting 20 November 2026 to consider the Panel recommendations and appoint the Independent Members.
- 4.6.6 January 2027 initial training to be provided to members of the Standards Sub-Committee.
- 4.6.7 Late January to early March 2027 first meeting of the Standards Sub-Committee to be held.
- 4.7 The Regulations are prescriptive as to the composition of the interview panel for Independent Members, in that it must consist of no more than 5 people including one Lay member. It is proposed that the Panel should be made up of 3 people, including one Lay member, who is defined as a member of a constituent authority who is not a member of the executive of that authority, or a member of the constituent National Park Authority who is not an eligible member of the CJC.
- 4.8 All applicants will be required to demonstrate that they satisfy the statutory eligibility requirements. The Monitoring Officer will undertake the necessary eligibility checks before recommendations for appointment are submitted to the CJC.

5. RESOURCE IMPLICATIONS

The sub-committee will need to meet at least once a year, and will need to be serviced by democratic services and other officers as any other sub-committee.

6. INTEGRATED IMPACT ASSESSMENT

6.1. Wellbeing of Future Generations (Wales) Act 2015

In developing the Recommendations of this report, regard has been had to the well-being duty arising under the Well-Being of Future Generations (Wales) Act 2015 ('the Act'). It is considered that a well-functioning Standards Sub-Committee will support the integrity of local democracy, which will have a positive impact on the well-being of future generations.

6.2. Equality Act 2010

There are no specific equalities implications arising from this report. Applications for the role of Independent Members will be judged on merit against the Person Criteria, and the Panel will attempt to select members who reflect the diversity of the North Wales area.

6.3. Welsh Language (Wales) Measure 2011

There are no negative implications. The ability to communicate in the Welsh language has been added to the Person Specification for the Independent Members as a desirable criterion. Consideration was given to making the ability to communicate in the Welsh language an essential skill, but the restrictions on eligibility for being an Independent Member are already so tight that it was considered this would potentially make recruitment even more challenging.

6.4. Biodiversity and Resilience of Ecosystems Duty

No specific implications

7. LEGAL IMPLICATIONS

7.1 Pursuant to s53 of the Local Government Act 2000 the Corporate Joint Committee must establish a Standards Sub-Committee, in accordance with the Standards Committee (Wales) regulations 2001 as amended. The recommendations within this report are in accordance with the legislative requirements.

7.2 Agreeing and / or amending the terms of reference of its sub-committees, and making appointments to them is, except as expressly and lawfully delegated, a matter reserved to the Corporate Joint Committee in accordance with its Constitution.

8. FINANCIAL IMPLICATIONS

Independent Members of the Standards Sub-Committee are entitled to modest allowances in accordance with the amounts set by the Democracy & Boundary Commission Cymru.

APPENDICES:

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“The establishment of a Standards Sub-Committee is a statutory requirement under section 53 of the Local Government Act 2000 and the Standards Committees (Wales) Regulations 2001, as amended.

The proposed membership of seven, comprising four Independent Members and three members drawn from the constituent authorities and National Park Authority, is consistent with the statutory requirements.

The recruitment and appointment of Independent Members must comply with the prescribed statutory procedures, including public advertisement, assessment against published criteria and consideration of recommendations from a properly constituted appointments panel. Individual eligibility will be verified before appointments are made, particularly where applicants currently hold appointments to the Standards Committees of constituent authorities.

Subject to compliance with these requirements, I support the recommendations and the proposed arrangements for establishing the Standards Sub-Committee.”

ii. Section 151 Officer:

“The expenditure resulting from the proposals have been considered as part of the democratic costs of the CJC. I have no objection to the decision sought.”

STANDARDS SUB-COMMITTEE TERMS OF REFERENCE

5.12 Standards Sub-Committee

- 5.12.1 The CJC shall establish a sub-committee known as the Standards Sub-Committee. Its terms of reference are set out below and those terms of reference may be amended by the CJC from time to time.
- 5.12.2 The membership of the Standards Sub-Committee shall consist of 7 Members appointed by the CJC 4 of whom shall be independent members appointed in accordance with the provisions of the Standards Committee (Wales) Regulations 2001 as amended.
- 5.12.3 The chairperson of the sub-committee will play a key role in providing leadership and key relations with Welsh Government and the UK Government about the work of the sub-committee.
- 5.12.4 The sub-committee will be advised by Officers of the CJC and its Statutory Officers or their duly appointed representatives or deputies.

STANDARDS SUB-COMMITTEE TERMS OF REFERENCE

Functions to be exercised by the Standards Sub-Committee

The Standards Sub-Committee shall be responsible for exercising the following functions in relation to the CJC:

- i. Promoting and maintaining high standards of conduct by its members and co-opted members;
- ii. Assisting its members and co-opted members to observe the CJC's code of conduct;
- iii. Advising the CJC on the adoption and revision of a code of conduct;
- iv. Monitoring the operation of the CJC's code of conduct;
- v. Advising, training or arranging to train its members and co-opted members on matters relating to the CJC's code of conduct;
- vi. Overseeing the Members' Register of Interests;
- vii. Granting dispensations to members from requirements relating to interests set out in the Members' Code of Conduct;
- viii. Dealing with any reports from a case tribunal or interim case tribunal or the Monitoring Officer on any matter referred to that officer by the Public Services Ombudsman for Wales; and
- ix. Determining appropriate action on matters referred to it by the Public Services Ombudsman for Wales.

Where a matter relates to a Member's conduct in general, and not specifically to CJC activities, the Standards Committee of that Member's Principal Authority shall be the responsible body.

MEMBERSHIP OF THE STANDARDS SUB-COMMITTEE

The membership of the CJC's Standards Sub-Committee is comprised of 7 members appointed by the CJC.

3 members shall be drawn from the constituent authorities or National Park Authority, but not co-opted members, nor members of the CJC or any of its other sub-committees.

4 members shall be Independent Members.

The following are not eligible to serve as Independent Members of the CJC's Standards Sub-Committee:

- i. A person who is an elected member, co-opted member or officer of the Corporate Joint Committee, or any of its Constituent Authorities or National Park Authority, or the spouse or civil partner of that member, co-opted member or officer;
- ii. A person who has been, in the preceding 12 months but is no longer an elected member or officer of the CJC's constituent authorities or National Park Authority;
- iii. A former elected member of the CJC or any of its other sub-committees
- iv. A former officer of the CJC
- v. A person who is an elected member or an officer, or the spouse or civil partner of a member or officer of a Relevant Authority*

A "Relevant Authority" means a relevant authority as defined in section 49 of the Local Government Act 2000, namely:

- A County Council in Wales
- A County Borough Council
- A Corporate Joint Committee
- A Community Council
- A Fire & Rescue Authority in Wales
- A National Park Authority

TERM OF OFFICE

Independent Members are appointed for a period of not less than four or more than six years. The CJC shall determine the term of office when making the appointment.

An Independent Member of the Standards Sub-Committee of a Relevant Authority shall serve no more than one term of office.

The term of office of a member of the CJC's Standards Sub-Committee who is a member of a constituent authority of the CJC shall be no longer than:

- a. Four years; or
- b. The period until the ordinary government elections for the CJC whichever is shorter.

Such a member shall cease to be a member of the CJC's Standards Sub-Committee if they cease to be a member of the Constituent Authority of the CJC. Subject to this provision, a member of the CJC's Standards Sub-Committee who is a member of a constituent authority may be reappointed for one further consecutive term.

MEETINGS

The Standards Sub-Committee must meet at least once during every period of 12 months after it was established. Additional meetings may be arranged as required.

QUORUM

No business shall be transacted at a meeting of the Standards Sub-Committee unless

- At least 3 members are present including the Chairperson
- At least half the members present (including the Chairperson) are independent members.

VOTING

All Members, including independent members, will be entitled to vote at meetings

A question to be decided by the Standards Sub-Committee shall be decided by a majority of the votes cast by those members present at the meeting and eligible to vote. If the votes cast are equal, the person presiding at a meeting of the Standards Sub-Committee shall have a second, casting vote

CHAIRING THE STANDARDS SUB-COMMITTEE

Only an Independent Member of the Standards Sub-Committee may be the Chair or Deputy Chair. The Members of the Standards Sub-Committee shall elect a Chair and Deputy Chair from amongst the Independent Members of that sub-committee, and this shall be the first business to be transacted at the first meeting of the Standards Sub-Committee.

If the Chair is absent from a meeting of the Standards Sub-Committee, then the Deputy Chair of the sub-committee, if present, shall preside.

If both the Chair and the Deputy Chair are absent from a meeting, an Independent Member (as chosen by those members of the Standards Sub-Committee present) shall preside. The Chair and Deputy Chair will be elected by the Standards Sub-Committee for the period until their term of office comes to an end.

REPORTING

As soon as reasonably practicable after the end of each financial year, the Standards Sub-Committee will make an annual report to the CJC setting out the following:

- a. How the Standards Sub-Committee's functions have been discharged;
- b. Reports and recommendations made or referred to the Sub-Committee by the Ombudsman;
- c. Action taken by the Sub-Committee following its consideration of such reports and recommendations;
- d. Notices given to the Sub-Committee by the Adjudication Panel for Wales
- e. Such other matters as the Sub-Committee may wish to draw to the attention of the CJC in relation to the Standards Sub-Committee's functions.

PART EXEMPT

**CORPORATE JOINT COMMITTEE
25 September 2026**

TITLE: CJC Sub-Committee Membership Changes and Lay Member Appointment
AUTHOR: Mark Watkins, Monitoring Officer

1. PURPOSE OF THE REPORT

- 1.1 This report records changes to Denbighshire County Council's representation on the CJC and its sub-committees and seeks one appointment: Dewi Lewis as a lay member of the Governance and Audit Sub-Committee.
- 1.2 The Monitoring Officer has made the Strategic Transport and Strategic Planning Sub-Committee appointments under the delegation approved by the CJC on 21 June 2024. They are reported for noting. Appendix 1 records only the changes covered by this report.
- 1.3 The candidate's curriculum vitae is provided separately as Exempt Appendix 2 (not for publication). The remainder of this report is public.

2. DECISION SOUGHT

That the Corporate Joint Committee is asked to:

- 2.1 Note that Cllr Hugh Evans, as Leader of Denbighshire County Council, is a member of the CJC and its Economic Well-being Sub-Committee by virtue of that office.
- 2.2 Note the Monitoring Officer's appointments under the delegation of 21 June 2024 of Cllr James Elson to the Strategic Transport Sub-Committee and Cllr Geraint Lloyd-Williams to the Strategic Planning Sub-Committee, as set out in Appendix 1.
- 2.3 Appoint Dewi Lewis as a lay member of the Governance and Audit Sub-Committee for four years from the effective date of appointment, subject to completion of the relevant co-option agreement.

3. REASON FOR THE DECISION

- 3.1 The change in Denbighshire's leadership and Cabinet portfolios requires the CJC's membership records to be updated.
- 3.2 On 21 June 2024, the CJC authorised the Monitoring Officer to accept written notifications of changes to the Strategic Transport and Strategic Planning Sub-Committees and appoint

replacement co-opted members, provided the appointments are reported at the next CJC meeting. This report fulfils that reporting requirement.

- 3.3 A vacancy has arisen among the three lay members of the Governance and Audit Sub-Committee. The proposed replacement appointment is reserved to the CJC.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1 Denbighshire County Council announced its revised leadership and Cabinet portfolios on 8 September 2026. Cllr Hugh Evans became Leader; Cllr James Elson holds the Environment and Transport portfolio; and Cllr Geraint Lloyd-Williams holds the Housing and Local Development Plan portfolio.
- 4.2 Cllr Hugh Evans's CJC membership follows from his office as Leader. As a Council Member of the CJC, he is also a member of the Economic Well-being Sub-Committee. Neither position requires a fresh CJC appointment.
- 4.3 For the purposes of the Strategic Planning Sub-Committee's Planning Policy portfolio requirement, responsibility for the Local Development Plan has been treated as the relevant planning-policy function. On that basis, the Monitoring Officer has appointed Cllr Geraint Lloyd-Williams under the existing delegation and has similarly appointed Cllr James Elson to the Strategic Transport Sub-Committee. These appointments are recorded in Appendix 1.
- 4.4 The Governance and Audit Sub-Committee comprises six elected members and three lay members. The CJC appoints its lay members for a four-year term under the established appointment arrangements.
- 4.5 The proposed appointment follows the vacancy arising from Carys Edwards's resignation. Cyngor Gwynedd's Governance and Audit Committee nominated Dewi Lewis on 9 July 2026. He is a lay member and Vice-Chair of that Committee and has previous local government and community development experience relevant to the CJC's governance and audit functions. The CJC is asked to determine his appointment.
- 4.6 The candidate's CV contains private contact details and other sensitive personal information. It is provided separately as Exempt Appendix 2. If Members need to discuss that information, the CJC must resolve to exclude the press and public for that part of the item.

5. RESOURCE IMPLICATIONS

The lay-member appointment requires routine Democratic Services and legal administration. Any remuneration and expenses will be met in accordance with the CJC's approved arrangements, subject to confirmation by the Section 151 Officer.

6. CONSULTATION

- 6.1 Denbighshire County Council's revised Cabinet portfolios and notifications have informed the Monitoring Officer's delegated appointments. Written notifications and appointment records should be retained with the CJC's governance records.
- 6.2 Cyngor Gwynedd's Governance and Audit Committee nominated Dewi Lewis on 9 July 2026. The vacancy, candidate's eligibility and consent, and any other nominations should be confirmed before the CJC considers the appointment.

7. INTEGRATED IMPACT ASSESSMENT

7.1. Wellbeing of Future Generations (Wales) Act 2015

In developing the recommendations in this report, regard has been had to the well-being duty arising under the Well-being of Future Generations (Wales) Act 2015. No specific adverse implications have been identified.

7.2. Equality Act 2010

The Public Sector Equality Duty and socio-economic duty have been considered. No specific adverse implications have been identified.

7.3. Welsh Language (Wales) Measure 2011

Consideration has been given to the Welsh language implications of the recommendations in this report. No adverse implications have been identified.

7.4. Biodiversity and Resilience of Ecosystems Duty

Not applicable

8. LEGAL IMPLICATIONS

8.1. Sections 5.2.1, 5.8.3 and 5.9.3 of the CJC Constitution provide the sub-committee appointment framework and relevant Transport Policy and Planning Policy portfolio requirements. The 21 June 2024 resolution delegates replacement appointments to the Monitoring Officer on written notification, subject to reporting them to the next CJC meeting. The CJC is asked to note, not remake, the appointments to the Strategic Transport and Strategic Planning Sub-Committees.

8.2. Section 5.11.3 of the Constitution and the Governance and Audit Sub-Committee Terms of Reference provide for six elected and three lay members, with appointments made by the CJC. The proposed four-year term is consistent with the existing lay-member appointment arrangements. Eligibility, consent and the vacancy should be verified before the decision is taken.

8.3. Existing appointments continue on their individual terms and are not renewed merely because a new municipal year has begun. Democratic Services will maintain the full membership register separately; it need not be appended to this report.

8.4. The Monitoring Officer has reviewed Exempt Appendix 2 and considered the public interest in disclosure against the public interest in maintaining the exemption. The appendix contains personal information about the proposed appointee, including information of a sensitive nature. Having regard to paragraph 12 of Part 4 and paragraph 21 of Part 5 of Schedule 12A to the Local Government Act 1972, as applied to the CJC by regulation 26 of the Corporate Joint Committees (General) (No. 2) (Wales) Regulations 2021, the Monitoring Officer is satisfied that the public interest in maintaining the exemption outweighs the public interest in disclosure.

8.5. The public interest in transparency is addressed through the public report's identification of the nominee and his relevant experience. Exempt Appendix 2 is accordingly withheld from publication and must be marked "Not for publication" in accordance with regulation 18(7). If discussion of the exempt information is necessary, the CJC must first pass a resolution under regulation 16(6) and (7) excluding the public for that part of the item.

9. FINANCIAL IMPLICATIONS

The Section 151 Officer should confirm that the appointment's remuneration and expenses can be met within existing approved budget provision.

APPENDICES:

Appendix 1	Changes to membership and appointment requiring decision
EXEMPT Appendix 2	Dewi Lewis CV — not for publication

BACKGROUND DOCUMENTS:

North Wales CJC Constitution; CJC resolution of 21 June 2024 on Planning and Transport co-options.

CJC Governance and Audit Sub-Committee appointment report, 17 January 2025; Cyngor Gwynedd Governance and Audit Committee decision, 9 July 2026; Denbighshire Cabinet announcement, 8 September 2026

STATUTORY OFFICERS RESPONSE:

i. **Monitoring Officer:**

"I am satisfied that the recommendations are consistent with the CJC's Constitution and the relevant statutory framework.

I am also satisfied that the treatment of Appendix 2 as exempt information is justified under the applicable access-to-information provisions, having considered the relevant public-interest test."

ii. **Section 151 Officer:**

"A budget has already been established for the democratic costs arising from the matters outlined in the report. I have no objection to the decision sought."

APPENDIX 1

Changes to membership and appointment requiring decision

This schedule records only the changes addressed by this report. The full CJC membership register is maintained separately by Democratic Services.

Changes to be noted (no further appointment by the CJC):

- Cllr Hugh Evans — CJC and Economic Well-being Sub-Committee: membership arising from his office as Leader of Denbighshire County Council.
- Cllr James Elson — Strategic Transport Sub-Committee: appointed by the Monitoring Officer under the delegation of 21 June 2024.
- Cllr Geraint Lloyd-Williams — Strategic Planning Sub-Committee: appointed by the Monitoring Officer under the delegation of 21 June 2024, on the basis of his responsibility for the Local Development Plan.

Appointment for decision:

- Mr. Dewi Lewis — Governance and Audit Sub-Committee lay member, for four years from the effective date of appointment.