Complete Agenda

Cyd-Bwyllgor Corfforedig Gogledd Cymru
North Wales Corporate Joint Committee

Mae'r ddogfen hon hefyd ar gael yn Gymraeg.

This document is also available in Welsh.

Meeting

NORTH WALES CORPORATE JOINT COMMITTEE

Date and Time

9.30 am, FRIDAY, 9TH OCTOBER, 2026

Location

Virtual Meeting

For public access to the meeting, please contact us

Contact Point

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serajanewhitley@gwynedd.llyw.cymru

(DISTRIBUTED 01/10/26)

NORTH WALES CORPORATE JOINT COMMITTEE

Council Members

Cllr. Hugh Evans	Denbighshire County Council
Cllr. Gary Pritchard	Isle of Anglesey County Council
Cllr. Julie Fallon	Conwy County Borough Council
Cllr. Mark Pritchard	Wrexham County Borough Council
Cllr. Dave Hughes	Flintshire County Council
Cllr. Nia Jeffreys	Cyngor Gwynedd

Eryri Member

Cllr. Ifor Glyn Lloyd	Eryri National Park Authority

Constituent Council Chief Executives

Dafydd Gibbard	Cyngor Gwynedd
Dylan Williams	Isle of Anglesey County Council
Rhun ap Gareth	Conwy County Borough Council
Neal Cockerton	Flintshire County Council
Helen White	Denbighshire County Council
Alwyn Jones	Wrexham County Borough Council
Jonathan Cawley	Eryri National Park Authority

Statutory Officers

Alwen Williams	Corporate Joint Committee Chief Executive
Dewi Aeron Morgan	Chief Finance Officer
Mark Watkins	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. URGENT BUSINESS

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

4. ANNUAL REPORT 2025/26 4 - 53

Alwen Williams, Chief Executive to present the report.

5. TRANSFORMATION AND IMPROVEMENT PROGRAMME UPDATE 54 - 59

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

6. NORTH WALES CORPORATE JOINT COMMITTEE PETITION SCHEME 60 - 69

Helen Edwards, Deputy Monitoring Officer to present the report.

7. ESTABLISHMENT OF A STANDARDS SUB-COMMITTEE 70 - 76

Helen Edwards, Deputy Monitoring Officer to present the report

8. CJC SUB-COMMITTEE MEMBERSHIP CHANGES AND LAY MEMBER APPOINTMENT 77 - 81

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

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."

Uchelgais Gogledd Cymru
Ambition North Wales

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

April



The Growth Deal and the Portfolio Management Office transferred to the North Wales Corporate Joint Committee on 1st April 2025.

May



The Economic Well-being Sub-Committee approved the establishment of a reserve list of 17 North Wales Growth Deal projects.

June



Alwen Williams was appointed Chief Executive of the North Wales Corporate Joint Committee.

July



The North Wales Clean Energy Fund was launched.

August



A consultation on the Draft Delivery Agreement for our Strategic Development Plan was undertaken.

September



Engagement on our digital connectivity work at Connected Britain and our Energy programme at the Welsh Renewable & Clean Energy Cluster Network.

October



Dave Penrith and Nick Bennett were appointed as Non-Executive Advisors for Ambition North Wales.

November



Funded by the Growth Deal, the CanfodAu building at Wrexham University was officially opened.

December



The Flintshire and Wrexham Investment Zone was formally approved by UK and Welsh governments.

January



Announcement of the approval of the Gogledd Môn Sites and Premises Project - unlocking the next stage of a £10.4million regeneration investment.

February



Stakeholders visited the site of Dairy Sheep Wales - part of the wider Glynllifon Rural Economy Hub project.

March



Confirmation by Welsh Government on its distribution of the Regional Transport Fund to local authorities across the region.

Cyd-Bwyllgor Corfforedig
Gogledd Cymru
North Wales
Corporate Joint Committee

North Wales Corporate Joint Committee



Regional Transport Plan

Strategic Development Plan

Economic Well-being

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 Corproate 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

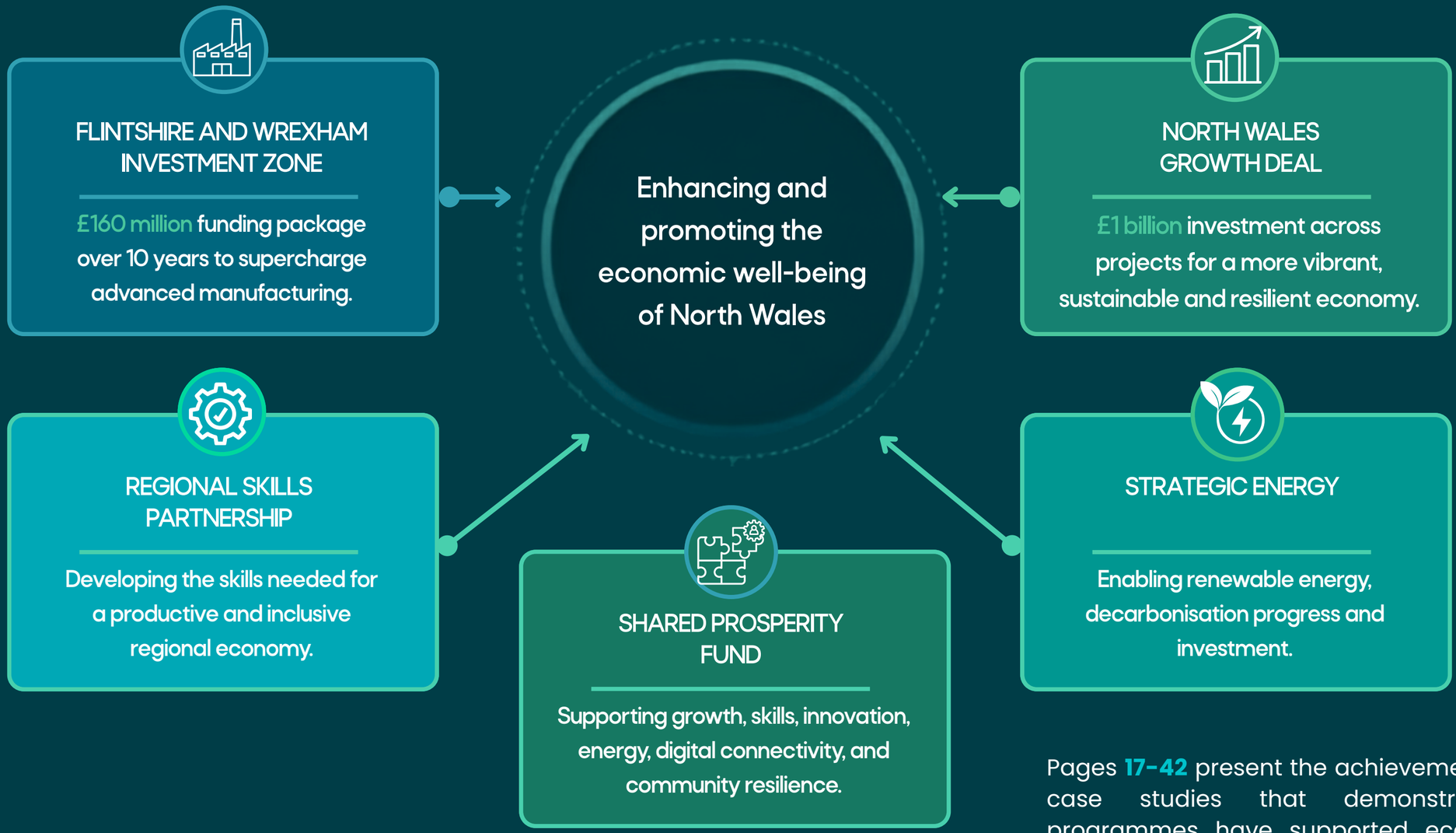
Regional Skills Partnership

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

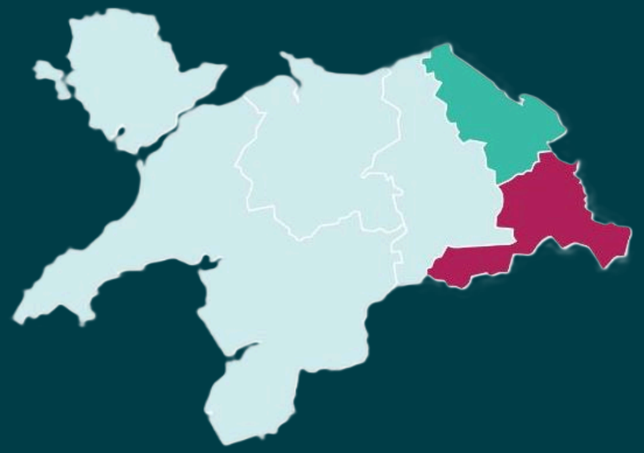
6,000
new high quality jobs

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



£5.5bn
in annual exports from the existing cluster

£7.5m
business grants through the local authority delivered business support programme

1
dedicated planning unit, streamlining consents for investors

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 Gwladol 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











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

2,349m²
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

Prifysgol Wrecsam
Wrexham University

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.

£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)



"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





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."

Geraint 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

Cronfa Ynni Glân
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.

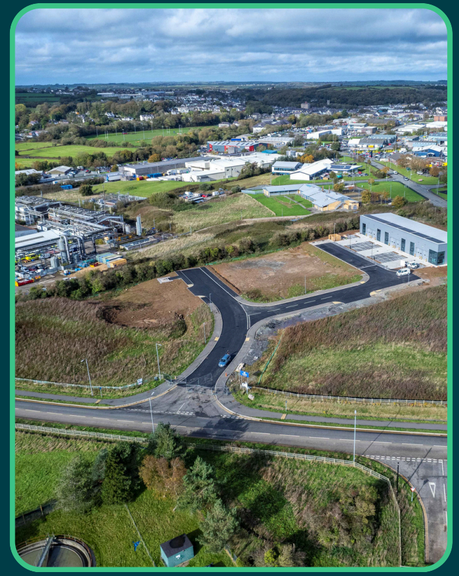


Gogledd Môn Sites and Premises

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 2,300m^2 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

Contract Value **£3.7M**

Social Value **£33k**

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.

Egni

Contract Value **£844k**

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:

- 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

Contract Value **£1.5M**

Social Value **£86k**

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:

- 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

Partneriaeth Sgiliau Rhanbarthol Gogledd Cymru
North Wales Regional Skills Partnership



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.





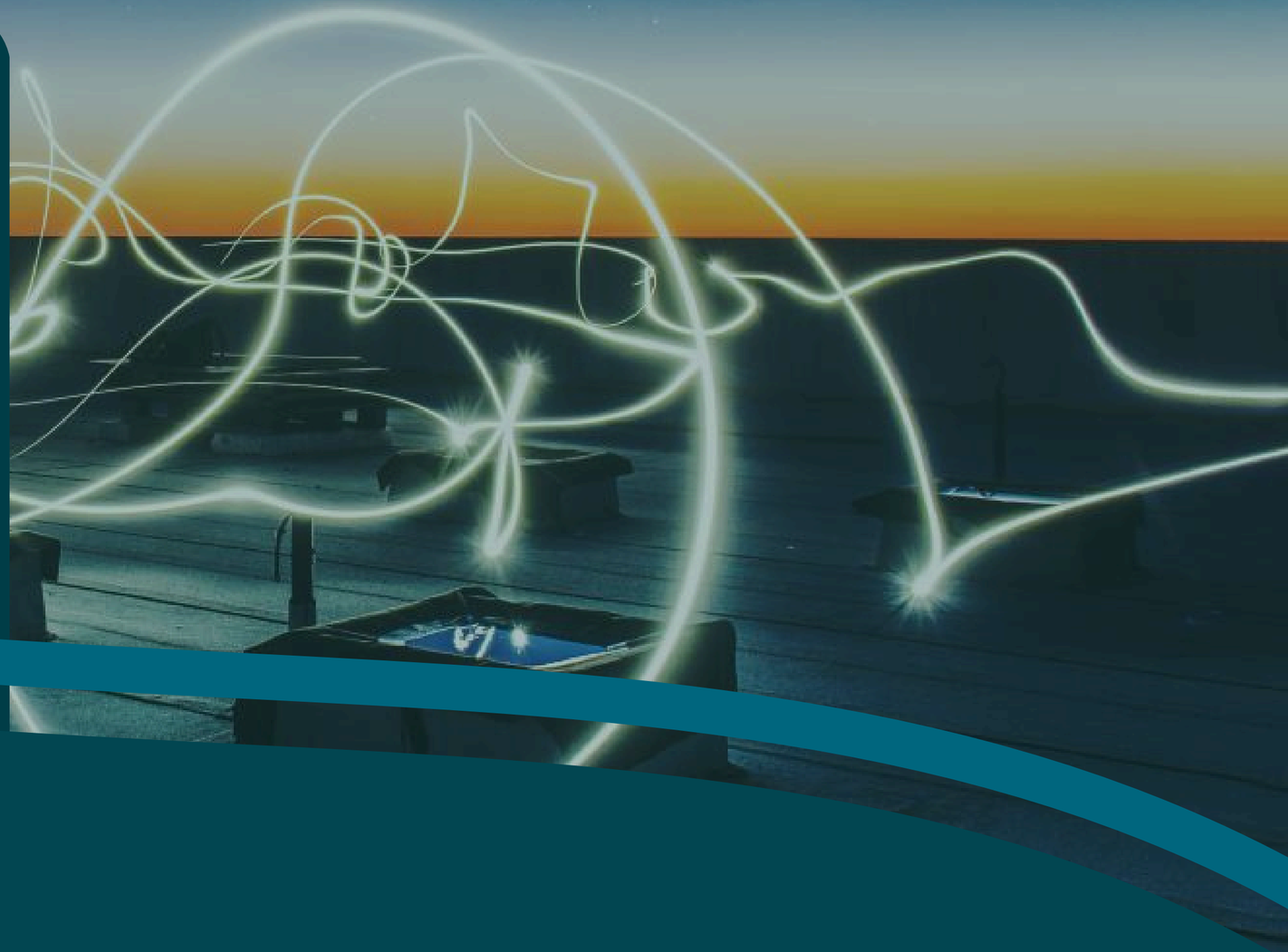


During the year, the Regional Skills Partnership o progressed development of the next North Wales Skills and Employment Plan 2026-2029.

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



Funded by UK Government

Wedi ei ariannu gan Llywodraeth y DU

Shared Prosperity Fund

Funded by UK Government | Wedi ei ariannu gan Llywodraeth y DU

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**

NORTH WALES **SKILLS** portal **SGILIAU** GOGLEDD CYMRU

Smart Agriculture IoT Trials

Funded by UK Government | Wedi ei ariannu gan Llywodraeth y DU

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

Funded by UK Government | Wedi ei ariannu gan Llywodraeth y DU

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 tCO_2e
- around £269,000 over a 10-year period

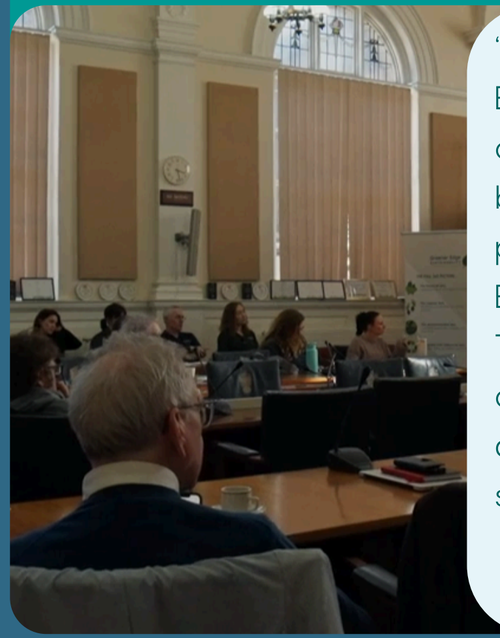


"We're incredibly grateful for the support from Denbighshire County Council and Ambition North Wales. With only a small team and volunteers, we didn't have the technical expertise needed for a full sustainability assessment, so appointing trusted consultants was essential. Greener Edge have been excellent 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 CO_2 by 32.80 tCO_2e 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

Cyngor Sir Ynys Môn Isle of Anglesey County Council

Conwy Cyngor Bwrdeistref Sirol

Cyngor sir ddinbych denbighshire County Council

Cyngor Sir y Fflint Flintshire County Council

Cyngor Gwynedd

Wrexham County Borough Council Cyngor Bwrdeistref Sirol Wrecsam

Parc Cenedlaethol Eryri National Park

Prifysgol Bangor University 1884

Coleg Cambria

Grŵp Llandrillo Menai

Prifysgol Wrecsam Wrexham University

£240m Growth Deal Funding

£160m Flintshire and Wrexham Investment Zone Funding by

Llywodraeth Cymru Welsh Government

UK Government Llywodraeth y DU

Office of the Secretary of State for Wales
Swyddfa Ysgrifennydd Gwladol Cymru

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 CJCs 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 - CJCs
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

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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**

Appendix 1: Draft Petition Scheme

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@uchelgaisgogledd.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.