
REPORT TO THE GOVERNANCE AND AUDIT SUB-COMMITTEE

9 December, 2025

TITLE: CJC Progress report

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1. PURPOSE OF THE REPORT

- 1.1. To provide context to Members on the role and function of the North Wales Corporate Joint Committee (CJC). The report specifically looks at the corporate position post transfer, and programme implementation progress to support the continuing establishment of the CJC.

2. DECISION SOUGHT

- 2.1. That Members note the contextual position.

3. REASON FOR THE DECISION

- 3.1. To support good governance and corporate accountability the CJC is regularly updated of the project management and implementation delivery programme supporting the establishment of the CJC. This has involved the development of a multi-year programme to introduce new capability and capacity following the formal appointment process of the Chief Executive Officer, whilst maintaining momentum and continuing to deliver immediate programmes of change.
- 3.2. This report is to provide Members with information in relation to the context in which the CJC is operating, the current programme of implementation and challenges for the future. It is important for Members to understand the context in which the CJC operates to assist with their roles, and to support learning and development.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The CJC has full operating status, meaning that it can function as a corporate entity, and has the ability to employ people, and put 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 its functions.
- 4.2. The CJC is required to comply with the same general duties as public sector organisations including compliance with Equalities and Human Rights, the Wellbeing of Future Generations principles and Welsh Language Measure Standards. It has a statutory duty to produce a:
- Strategic Development Plan
 - Regional Transport Plan

The development, monitoring and implementation of these Plans are managed through a transportation and planning sub-committee. In addition, the CJC has the power to do anything that will enhance or promote regional economic wellbeing.

- 4.2. The decision of the CJC on 21st March 2025 to enter into a Delivery and Funding Agreement meant that the role of Accountable body for the North Wales Growth Deal (responsibility for delivery and funding arrangements) were transferred to the North Wales Corporate Joint Committee, along with the transfer of the staff and assets on 1 April. The Economic Well-being Sub-Committee has been established to undertake this work.

5. PROGRESS TO SUPPORT THE CONTINUED ESTABLISHMENT OF THE CJC

- 5.1. Prior to 1 April 2025 the CJC Implementation Programme made significant progress up to and including the transfer taking place. Some of the key highlights delivered have included:

- i. CJC appointments (Chair, Vice, Lead CEO, Monitoring Officer, Section 151 Officer)
- ii. Transfer of the Growth Deal and its funding
- iii. Grants transfer
- iv. TUPE of Portfolio Management Office (PMO) staff into the CJC
- v. Establishing the Strategic Transport Sub-Committee, the Strategic Planning Sub-Committee, the Economic Well-being Sub-Committee and preparatory development of further sub committees
- vi. Constitution and Standing Orders adopted
- vii. Welsh Language Standards compliance published
- viii. Initial staff benefits
- ix. Staff policies
- x. CJC website
- xi. Procurement system changes to CJC
- xii. New banking arrangements
- xiii. CJC Insurance policy arrangements
- xiv. Payroll system arrangements
- xv. Treasury Management Strategy

- 5.2. Areas of complexity included partner agreement pathway approvals for signing of agreements to transfer the growth deal, novation of its funding, and TUPE transfer of the Portfolio Management Office (PMO) staff including enabling functions such as finance, HR, IT.

- 5.3. Following the transfer on 1st April, a programme of change was developed based on priorities and some constraining factors. This programme remains significant, complex and resource intensive. The new ANW Chief Executive was appointed in June 2025 and will act as the Senior Responsible Owner (SRO) accountable for the programme's ongoing transformation. A summary of the programme includes:

- i. **CEO's office**
 - a. Corporate Plan development
 - b. CJC Prospectus development
 - c. Organisational Design (including development)
 - d. Resources recruitment
- ii. **Legal and Governance**
 - a. Development of the governance around the Economic Well-being Sub-Committee

- b. Other committees in development include Joint Overview and Scrutiny and Standards
 - c. Formal Service Level Agreement (all functions) to be established with Cyngor Gwynedd
 - d. Constitution review and further development
 - e. Resource recruitment
- iii. **Information Technology & Digital**
 - a. Implementation of a committee management system supported by Democratic Services
 - b. New webcasting solution for CJC supporting Democratic Services
 - c. Website further development
 - d. SharePoint Document Management established
- iv. **CJC Operations**
 - a. A range of policies to be developed and published to meet legislative requirements and support corporate planning
 - b. Procurement contracts novated
 - c. New building renewals and leases agreed
 - d. Resources recruitment
- v. **Finance**
 - a. Corporate Risk Management established
 - b. Financial contracts completed
 - c. Audit process
 - d. Insurance renewals
 - e. Pensions transferred
 - f. Resources recruitment
- vi. **HR (People)**
 - a. CEO recruited and appointed
 - b. Further benefits launched
 - c. Pay Policy 2025/26 and 2026/27
 - d. CJC HR T&Cs created
 - e. Social partnerships/Trade Unions

5.4. Constraining risk factors in developing our new programme are:

- i. Market conditions to recruit in demand resources to support delivery of new systems, process, policies
- ii. CJC budget limitations
- iii. Grant funding certainty e.g. CJC prospectus development opportunity and/or threats
- iv. Service Level Agreement boundaries and limitations
- v. Partner engagement and support to key areas of development to enable improved CJC governance e.g. committees, co-option etc.

6. Despite challenges outlined the programme continues to make progress. Some of these highlights include:

- i. CEO Appointment
- ii. Corporate Plan development phase commenced

- iii. Corporate risk development phase commenced
- iv. 2025/26 Pay Policy published
- v. Pension implementation
- vi. ANW Recruitment process commenced in phases. Process ongoing.
- vii. Year 1 Welsh Government grant funding received to develop capacity and capability for ANW
- viii. ANW website launched
- ix. Staff benefits regional development commenced for out-of-scope SLA offer
- x. New ANW HR policy development commenced
- xi. Ongoing constitutional review
- xii. Building lease arrangements nearing completion
- xiii. Organisational Design independent review commissioned
- xiv. Draft Strategic Equality and Human Rights Plan developed
- xv. Governance and Audit Committee inaugural meeting scheduled for December 2025

6.1 Due to resource challenges and a requirement to prioritise delivery some of the programme lowlights include:

- i. Welsh Government CJC prospectus review delays
- ii. Policy development (currently recruiting)
- iii. SLA agreement completion to enable additional resource capacity to be recruited and support moving de-prioritised projects/ products forward
- iv. ANW recruitment to enable additional resource capacity to be recruited and support moving de-prioritised projects/ products forward
- v. Committee Management System procurement and implementation delayed subject to points iii and iv readiness
- vi. Webcasting procurement and implementation delayed subject to points iii, iv and v readiness
- vii. Remaining Committee's implemented aligned to resource capacity and wider stakeholder agreement. Standards and Joint Overview and Scrutiny delayed until 2026.
- viii. Unsuccessful initial recruitment campaigns currently delaying progress such as Senior Procurement Officer attraction.

6.2 The development of a new ANW programme for 2026/27 and roadmap for subsequent years is likely to carry forward several projects including:

- i. CJC Prospectus development
- ii. Several of policy area development and deployments
- iii. Remaining recruitment of ANW staff
- iv. Cyngor Gwynedd remaining recruitment to support ANW (subject to SLA approval)
- v. Committee Management System
- vi. Webcasting
- vii. Constitutional improvements
- viii. Transport and Planning functional change

7. FINANCIAL IMPLICATIONS

- 7.1. The CJC implementation programme is being supported by a few contract resources targeted at supporting programme management, legal and democratic services. This capacity will be required in the short to medium term during 2025/26 until the CJC has recruited resources, stabilised and can drive forward the work without this support.

8. LEGAL IMPLICATIONS

8.1. The report sets out the legal and governance implications of the decision sought.

APPENDICES:

None

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

Legal Services are supporting the development of the CJC and its governance.

ii. Statutory Finance Officer:

“Officers from the Finance Service will continue to provide support to facilitate the further development of the CJC. The budgets and expenditure of both the CJC and the Growth Deal are the subject of regular review, and I am confident that the financial arrangements are robust. I am satisfied that this report is a fair reflection of the current situation.”