Uchelgais Gogledd Cymru
Ambition North Wales

Strategic Equality Plan

2027 - 2031



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Foreword – to follow

1. Introduction

Context and Legal Framework

Ambition North Wales operates as the North Wales Corporate Joint Committee (CJC) – a statutory regional body established under the Local Government and Elections (Wales) Act 2021 to strengthen collaboration across North Wales.

Ambition North Wales recognises the key role we must play in promoting equality and delivering a more equal Wales.

North Wales CJC is subject to the Public Sector Equality Duty (PSED). Section 149 of the Equality Act sets out the PSED which, in summary, places a duty on public bodies to have due regard in exercising their functions to the need to:

- Eliminate discrimination, harassment, and victimisation
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

The Equality Act 2010 makes it unlawful to discriminate against those with a protected characteristic. The nine protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership.

In line with the additional specific duties for Wales, as listed in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, Ambition North Wales is required to:

- Undertake equality impact assessments
- Identify and collect relevant information about equality
- Setting equality objectives and outlining steps to meet the objectives
- Providing annual reports
- Conducting engagement
- Collating employment data
- Publish a Strategic Equality Plan
- Consider the general duty in procurement processes

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- Implement the socio-economic duty within existing impact assessments

The Equality Act, 2010 Socio-economic Duty requires that North Wales CJC as a 'relevant public body', when taking strategic decisions such as 'deciding priorities and setting objectives', to consider how its decisions might help to reduce the inequalities associated with socio-economic disadvantage - driving better outcomes for people's lives and experiences through better decision making and further contributing towards our shared goal of becoming a more equal Wales.

Aim of the Strategic Equality Plan

This plan meets our duties under regulation 14(2)(c) of the Equality Act 2010 (Statutory Duties) (Wales) Regulation 2011 and reflects Ambition North Wales's commitment to make equality an integral part of how Ambition North Wales works. The equality objectives set out in the plan will provide a framework which brings the equality work across our functions together and guides future action where it can make the most difference. It will also support individual programmes and projects and ensure they contribute to our wider goals, focusing effort where it will have the greatest impact.

Alignment with national frameworks and policy

This plan aligns with the Welsh Government's *Strategic Equality and Human Rights Plan 2025–2029* and contributes to its *National Equality Objectives (NEOs)*, ensuring consistency with national priorities for a fairer, more inclusive and rights-based Wales.

It also aligns with the Well-being of Future Generations Act's goal of 'A More Equal Wales' introduced through the Well-being of Future Generations (Wales) Act 2015, and complements our regional Well-being and Economic Growth Plans, recognising without having a more equal North Wales we will not achieve other well-being goals.

'A More Equal Wales' is defined as: 'A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)'.

Within the 50 **national indicators** that measure progress against the seven well-being goals, many of these measure aspects relating to a more equal Wales.

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Welsh Language and Policy Integration

Ambition North Wales and CJC members are committed to promoting and facilitating the use of the Welsh language in line with the Welsh Language (Wales) Measure 2011 and applicable Welsh Language Standards.

Ambition North Wales's equality objectives will be delivered in tandem with our Welsh Language standards, recognising that language is a key part of identity, inclusion, and participation. The Corporate Joint Committee published its Welsh Language Standards in February 2024 and an annual report around implementing the Welsh Language Standards is published annually.

Developing this Plan

As a new Local Government entity, Ambition North Wales will build on this inaugural to ensure that actions are in place to fully embed equality, diversity and inclusivity within its ways of working.

Ambition North Wales will invite relevant groups, partners and stakeholders to engage in the consultation process in relation to:

- considering and designing the equality objectives;
- assessing how things done (or things that could be done) contribute to compliance with the general duty;
- assessing the impact of policies and practices on complying with the general duty.

Ambition North Wales acknowledges that engagement should not be a one-off event but an ongoing dialogue with people who are considered representative of those with different protected characteristics and those who have an interest in how the CJC carries out its functions.

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Timeline

September – October 2026: Engagement with key stakeholders.

November: Decision sought by CJC to start public consultation.

November – December: Engagement with protected characteristics groups and Ambition North Wales partners and stakeholders.

March: amendments and final draft presented to CJC for consideration.

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2. Regional Context

North Wales is a diverse region of almost 700,000 people, encompassing urban centres, coastal communities, market towns and extensive rural areas. The population is older than the Welsh average, with a growing proportion of residents aged over 65 and a declining working-age population in some areas. The region is home to people from a range of ethnic, cultural, religious and linguistic backgrounds.[1]

This is an exciting time for North Wales. With significant investment, growth opportunities and a strong pipeline of projects across a range of sectors, there is great potential to create high-quality jobs and drive sustainable economic growth. At the same time, persistent inequality such as young people not in education, employment or training (NEET), and unequal access to career progression continue to present challenges for the region.

For people with protected characteristics, these barriers can be particularly acute. Addressing these inequalities is essential if all communities are to benefit from economic well-being.

The Welsh language is central to the identity, culture and heritage of North Wales. Around 29% of residents report being able to speak Welsh, with much higher levels in Gwynedd and Anglesey. Protecting and promoting Welsh language use is linked to supporting vibrant, resilient and inclusive communities.

Evidence from the Equality in North Wales: Data and Evidence Report 2023 published by the North Wales Public Sector Equality Network shows that, while experiences differ across the region, significant inequalities remain in education, employment, health, housing, personal safety and access to services. Socio-economic disadvantage is a key factor and often intersects with protected characteristics to create additional barriers.

Disabled people experience some of the most significant disparities. In 2021/22, the employment rate for disabled people in North Wales was 47%, compared with 82% for non-disabled people. Disabled people were also more than twice as likely to live in households without access to a car or van, creating particular challenges in rural communities.

Gender inequalities also persist. Although women generally are more likely to hold degree-level qualifications, women earned less than men across all six North Wales local authority areas and are more likely to provide unpaid care.

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[1] Equality and diversity statistics (Census data produced by North Wales Regional Partnership Board).

Global majority people had a lower overall employment rate than White people, while substantial differences exist in home ownership and overcrowding. Race was also the most common motivating factor for recorded hate crime in North Wales. Recorded hate crime relating to sexual orientation and transgender identity also increased significantly, although under-reporting means the figures are unlikely to reflect the full experiences of LGBTQ+ communities.

Ambition North Wales believes that creating a more equal North Wales will contribute to a healthier and more prosperous region. Access to good, secure employment can play an important role in addressing long-term health inequalities, while coordinated employability and health interventions can help more people participate in the labour market.

Employability and health interventions must be coordinated to increase levels of productivity in North Wales. Long-term sickness is the largest reason for inactivity (30,800 people, 32.1% of the inactive), and 29.7% of the working-age population are disabled under the Equality Act or have a work-limiting condition. Earnings also remain below the UK average, highlighting the importance not only of supporting people into employment, but of increasing access to fair, sustainable and good-quality work.

Young people face particular challenges. 15.1% of 16–24 year olds in North Wales were NEET in the three years to December 2025, the highest of the Welsh regions.[2] Across Wales the rate reached 17.0% in 2025, up 5.5 points in a year, against about 12.7% for the UK. This links to wider participation: inactivity rose 2.0 points to 22.9%, long-term sickness is 32.1% of it, and 5.6% of the economically active have no qualifications (8.6% in Conwy, 7.5% in Denbighshire).

Improving health equity is therefore a long-term aim across our responsibilities. We will seek to reduce barriers to employment, widen access to good-quality work and ensure that economic opportunities are accessible to people from all backgrounds, helping to prevent existing health inequalities from widening further.

Overall, the evidence demonstrates the importance of addressing socio-economic inequality, accessibility, discrimination and barriers to participation, while recognising that people's experiences are shaped by multiple and overlapping characteristics.

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[2] Young people not in education, employment or training (NEET): 2025 [HTML] | GOV.WALES

3. Ambition North Wales's Commitment to Equality

Vision:

Our vision is a fairer, more equal North Wales—one where every person can thrive. We are committed to building a region where innovation drives opportunity, where investment strengthens communities, and where prosperity is shared by all, irrespective of protected characteristic or socio-economic circumstance.

Values:

We are Ambitious - We strive to deliver the best for North Wales. We are leaders in our fields, opinion formers and influencers, and we challenge conventional thinking. We pursue high standards, aim to be our best, and continuously develop ourselves professionally.

We work Collaboratively - We share knowledge, skills, information and support and ensure to keep colleagues informed. We always help each other, facilitate opportunities for North Wales and recognise that our collective impact is more significant than our individual impact.

We do the right thing - We do the right thing, not what is easy. We challenge unethical behaviour and speak out when things don't feel right. We are respectful, fair and considerate and can be trusted to deliver agreed commitments on time.

We make a difference - We pursue opportunities to make a difference in North Wales. We champion the Welsh language, heritage and culture and support regional charities. We protect the environment and seek opportunities to reduce our footprint.

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4. Our Strategic Equality Objectives (2027–2031)

The equality objectives set out in this plan represent Ambition North Wales's commitments to strengthen governance, decision making, workforce practice and compliance with equality legislation.

1. Equality and the socio-economic duty are embedded across all our ways of working to support equitable outcomes across North Wales.
2. An inclusive organisational culture is strengthened through the development of our people, improved workforce information and policies that value diversity, address barriers and enable everyone to thrive.
3. Our regional partnerships are used to advance equality and improve access to skills development and opportunities across North Wales.

For each objective there will be a set of actions, outcomes, measures/indicators and a proposed timeframe which will be monitored and reported annually.

Local authorities across North Wales will be preparing to review and revise their equality objectives as their current four-year Strategic Equality Plans come to an end. The latest equality data and evidence for North Wales will be collected and analysed as part of this process in 2027-28, helping to identify emerging inequalities and inform the development of future objectives. Public Services Boards will also be publishing their well-being assessments, which will consider the 'A More Equal Wales' well-being goal and provide further evidence of emerging trends and inequalities across the region.

Ambition North Wales will be mindful of this regional timetable and will consider whether its published equality objectives and associated timescales should be reviewed to better align with regional partners. This would provide opportunities for a more coordinated and collaborative approach to identifying and addressing shared equality priorities across North Wales.

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Objective 1: Equality and the socio-economic duty are embedded across all our ways of working to support equitable outcomes across North Wales.

Why?

As a Corporate Joint Committee, Ambition North Wales has statutory responsibilities for regional transport and strategic development planning, alongside a role in promoting the economic well-being of North Wales. These functions provide significant opportunities to address inequality, improve social mobility and widen access to employment, services and other opportunities. The Socio-economic Duty recognises that decisions made by public bodies should consider how to reduce inequalities associated with socio-economic disadvantage and improve outcomes for those who face the greatest barriers.

Engagement with the Ambition North Wales team identified the need to review the current Integrated Impact Assessment process ensure a consistent approach across strategies, policies, projects and decisions. Training and guidance will support its effective use, including preparation for mandatory Health Impact Assessment from April 2027 and recognition of the links between health, socio-economic circumstances and inequality.[3]

Equality will be embedded in our approach to regional transport and strategic development planning. Accessible and effective transport can help connect people to employment, education, services and support as demonstrated by the Integrated Well-being Appraisal prepared to support the North Wales Regional Transport Plan. The Strategic Development Plan provides an opportunity to consider the needs of diverse communities and address inequalities at a regional level.

Meaningful engagement with the diverse communities of North Wales will help ensure that lived experience informs our work, so will explore ways of building relationships and networks which will guide our understanding about the barriers and challenges faced by people with protected characteristics. Recently, Ambition North Wales has joined the North Wales Public Sector Equality Network, and we will work with partners to improve equality outcomes, particularly by increasing participation and diversity in decision-making and tackling socio-economic disadvantage and inequalities of outcome.

Embedding equality and the socio-economic duty throughout our governance, evidence gathering, engagement, impact assessment and decision-making will help us identify unequal impacts, understand lived experience, maximise positive outcomes and take action to reduce disadvantage.

[3] Marmot Review – 10 years on

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Action		Outcome	Proposed Measures and Indicators	Timescale
1 (i)	Review and embed a consistent Integrated Impact Assessment process across key strategies, policies, projects and decisions, supported by training and guidance.	Equality and wider impacts are considered consistently and at an early stage of decision-making and systematically monitored, whilst capturing and sharing best practice to encourage further improvements.	• Percentage of relevant strategies, policies and projects completing an Integrated Impact Assessment. • Percentage of relevant staff completing impact assessment training. • Evidence from periodic reviews that assessments are influencing decisions.	Revised Integrated Impact Assessment to be implemented 2027-28.
1 (ii)	Deliver the North Wales Regional Transport Plan (2025–2030) to improve access to jobs, services and opportunities across North Wales, ensuring equality remains a core pillar of transport planning, supported by the Integrated Well-being Appraisal.	Improved access to transport for people with protected characteristics, rural communities and those experiencing socio-economic disadvantage.	The Monitoring and Evaluation for the North Wales Regional Transport Plan (2025–2030) includes a set of measures based on the National Wales Transport Strategy Monitoring Framework: • Percentage of buses used as public service vehicles in Wales with audio visual information and trains operated by Transport for Wales with a public address system and visual information screens. • Affordability of public transport - Measures the percentage of people who feel they can't afford to travel by public transport, breakdowns by protected characteristics, including age, gender and some socio-economic factors.	Reporting will occur at three year intervals for Welsh Government guidance.

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			• Cost per km - Measures average cost per kilometre travelled on all public transport modes with breakdowns likely be available by some protected characteristics, including age, gender and some socioeconomic factor.	
1 (iii)	Equality considerations will be embedded throughout the Strategic Development Plan, with an Integrated Impact Assessment informing the development and delivery of the Plan by identifying opportunities to maximise positive impacts and mitigate negative impacts.	Strategic development planning is a key mechanism for advancing equality by influencing the spatial distribution of housing, employment, infrastructure and services. Through evidence gathering, engagement, impact assessment and policy development, the planning process can help reduce inequalities, improve accessibility and ensure that growth benefits all sections of society.	• Integrated Impact Assessment scoping exercise completed. • Scoping exercise identifies how people with protected characteristics or their representatives will be involved. • Evidence from engagement is reflected in the Integrated Impact Assessment and informs development of the Strategic Development Plan.	Consultation on IIA scoping document by the end of Q1 2027.
1 (iv)	Work with the North Wales Public Sector Equality Network to improve understanding of the experiences of people with protected characteristics across North Wales.	Improved shared understanding of the experiences and inequalities faced by people with protected characteristics across North Wales, informing more inclusive policies, plans and decisions.	• Active participation in the North Wales Public Sector Equality Network. • Evidence of how insight from the Network has informed Ambition North Wales' policies, plans or decisions. • Evidence of Ambition North Wales' contribution to relevant shared regional equality objectives and actions.	2026-27 and reviewed annually.

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Objective 2: An inclusive organisational culture is strengthened through the development of our people, improved workforce information and policies that value diversity, address barriers and enable everyone to thrive.

Why?

Ambition North Wales is committed to inclusive and sustainable growth, and our values must be reflected in our own workforce and organisational culture. We aim to provide equal employment opportunities and an inclusive working environment where all staff are supported to reach their potential.

This includes working towards a workforce that reflects the diversity of North Wales and identifying and addressing workplace inequalities, including any gender pay gap. Embedding equality and inclusion within our employment practices is fundamental to achieving our wider equality ambitions and fulfilling our responsibilities under the Public Sector Equality Duty.

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Action		Outcome	Proposed Measures and Indicators	Timescale
2 (i)	Deliver equality, diversity and inclusion professional learning to the Ambition North Wales team, ensuring the Strategy's principles, actions and related policies and procedures are understood and applied in practice.	Increased staff knowledge and confidence to embed equality, diversity and inclusion consistently in their roles and across the work of Ambition North Wales.	• Percentage of staff completing relevant professional learning around equality, diversity and inclusion. • Staff feedback demonstrating increased knowledge and confidence following learning. • Evidence that learning is applied in practice, for example through impact assessments, engagement, policy development and decision-making. • Equality, diversity and inclusion learning requirements reviewed periodically and incorporated into induction and ongoing professional development.	Professional learning framework to be developed in 2027-28.
2 (ii)	Adopt and communicate an Equality and Diversity Policy that promotes equality, diversity and wellbeing and reinforces a zero-tolerance approach to discrimination, bullying and harassment.	A positive and inclusive workplace culture where staff understand expected standards of behaviour and feel respected, valued and supported, and where diversity is embraced and celebrated.	• Equality and Diversity Policy formally adopted and communicated to all staff. • Percentage of staff confirming awareness and understanding of the policy and expected standards of behaviour.	Policy to be developed in 2027-28 with implementation to be developed and built upon throughout the life of this plan.

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			• Staff survey results relating to inclusion, respect, wellbeing and confidence in raising concerns.	
2 (iii)	Review HR policies as they are developed to ensure they are inclusive and accessible and support fair and inclusive recruitment.	Inclusive and accessible HR policies and recruitment practices that help remove barriers and support a diverse workforce.	• Percentage of new or revised HR policies reviewed for equality and accessibility. • Recruitment information and processes reviewed for accessibility and inclusive practice. • Workforce and recruitment diversity data monitored, where appropriate and sufficient data is available, to identify trends or potential barriers.	Key HR policies reviewed and adopted in 2027. Baseline data collected in 2028-29.
2 (iv)	Collect and review workforce equality information to identify gaps and inform organisational action, including a pay gap report. .	Improved understanding of workforce equality and pay disparities, enabling evidence-based action to address identified inequalities.	• Workforce equality information collected and reviewed annually, subject to data availability. • Pay gap analysis/report completed and reviewed at agreed intervals. • Evidence of actions taken in response to significant findings or inequalities identified.	Data will start to be collected in 2027-28.

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Objective 3: Our regional partnerships are used to advance equality and improve access to skills development and opportunities across North Wales.

Why?

This is an exciting time for North Wales. With significant investment, growth opportunities and a strong pipeline of projects across a range of sectors, there is great potential to create high-quality jobs and drive sustainable economic growth. At the same time, the world of work is changing rapidly. Skills shortages, demographic change, advances in technology, the growing impact of artificial intelligence (AI) and the transition to a greener economy are all reshaping the labour market. NEET figures (Not in Education, Employment and Training) in North Wales are currently the highest in Wales, with 14.8% of young people aged 16 – 24 not currently engaging with education or training, with health and wellbeing reported as the biggest barriers for young people.

A robust evidence base will help identify where intervention can have the greatest impact, while embedding equality considerations within procurement provides an opportunity to extend this influence through Ambition North Wales' supply chains and investment activity. At the same time, stronger and more consistent monitoring of equality outcomes across projects will help demonstrate who is benefiting from investment, identify where inequalities or gaps remain, and provide evidence of progress against Ambition North Wales' equality duties and wider strategic ambitions.

Thes Regional Skills Partnership has produced a plan which highlights the need for a skills system that is responsive to both current and future workforce needs. The plan supports employers to adopt inclusive recruitment practices helping to widen access to job opportunities, address skills shortages, and to ensure that those furthest from the labour market are not left behind. The plan also aims to help people facing barriers to access opportunities, training and skills development through programmes such as Connect to Work and wider Welsh Government employability programmes which provide flexible, person centred pathways into training and employment.

Trends show that apprenticeships remain more desirable to males than females. Research has highlighted those existing inequalities for women, ethnic minorities will likely be replicated in the shift to a digital economy and expansion of green jobs without intervention.[4] The Regional Skills Partnership Skills Plan will seek to promote inclusive career pathways that challenge stereotypes.

[4] Dr Sara MacBride-Stewart & Dr Alison Parken, 'Inequality in a Future Wales: Areas for action in work, climate and demographic change' (Future Generations Commissioner for Wales, Cardiff University, Public Health Wales: 2021), p. 9.

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Action		Outcome	Proposed Measures and Indicators	Timescale
3 (i)	Develop and maintain an evidence base for North Wales to identify key and emerging inequalities and inform where Ambition North Wales can use its influence and investment to achieve the greatest impact.	Improved understanding of inequalities across North Wales, enabling evidence-informed priorities, investment and action to support improved equality outcomes.	• Key and emerging inequalities, trends and evidence gaps identified and monitored. • Evidence and data considered across protected characteristics and socio-economic disadvantage, where robust data is available. • Evidence shared and developed with regional partners and representative networks, where appropriate.	Throughout the life of the plan.
3 (ii)	Promote and embed the general duty in the procurement processes led by Ambition North Wales.	Equality is included as a key component of North Wales Procurement Objectives developed in line with Social Partnership and Public Procurement (Wales) Act.	• Equality considerations are explicitly reflected in the North Wales Procurement Objectives. • Relevant procurement guidance, templates and processes reviewed to ensure equality considerations are embedded.	Procurement Objectives to be published 2027-28.
3 (iii)	Review the Growth Deal and Investment Zone benefits framework to strengthen reporting on DEI indicators, equality outcomes and project impact, ensuring that indicators identified through project Integrated Impact Assessments are defined, monitored and evidenced	Improved understanding and evidence of the equality impact of Growth Deal and Investment Zone projects, enabling progress against DEI outcomes to be consistently monitored and reported.	• Benefits framework reviewed to include appropriate equality indicators. • Percentage of relevant projects reporting against agreed equality indicators at appropriate stages of the project lifecycle.	2027-2030

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	consistently throughout the project lifecycle and reflect Ambition North Wales' statutory duties and strategic aims.		• Evidence that project-level equality data and outcomes are monitored consistently and used to identify progress, gaps and areas requiring further action.	
3 (iv)	Ambition North Wales will support The Regional Skills Partnership's Skills and Employment Plan 2026-2028 to ensure the benefits of investment are realised across North Wales, including: • Supporting employers to adopt inclusive and adaptable workplace practices that enables successful transition into and retention in employment; • Improving gender balance across the sector through targeted outreach and promotion of inclusive career pathways that challenge stereotypes and encourage greater participation of women in construction roles.	Increase in the number of employers engaged with inclusive recruitment, retention and workforce participation initiatives	• Monitoring will be aligned to the reporting on The Regional Skills Partnership's Skills and Employment Plan 2026-2028.	2026-2028.

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5. Monitoring and Reporting Framework

Progress on the Strategic Equality Plan will be overseen by Ambition North Wales's Leadership Team, supported by the Senior Corporate Policy Officer.

Reporting will include:

- Publishing an Annual Report – assessing progress against objectives and respond to emerging developments such as Local Authority revised equality objectives.
- Four-yearly review (2031) – to revise objectives and publish a new plan. This is subject to review to align with the timeline of constituent authorities of the CJC revising their respective equality objectives in 2028.
- Integration with Ambition North Wales strategic documents to ensure equality outcomes are embedded across all functions.
- Monitoring framework to shows how change has occurred. We will use this evidence to identify areas for improvement, celebrate good practice and monitor progress on achieving objectives.

Governance and Accountability

The CJC will maintain clear governance arrangements for equality through:

- CJC-level oversight, led by the Chair and Vice Chair;
- Chief Executive Officer accountability for Ambition North Wales supported by Senior Corporate Policy Officer.
- Annual and periodic reports to the CJC and Leadership Team.

Ambition North Wales will also ensure that all team members receive professional development opportunities around equality and that learning informs organisational development.

When making strategic decisions, such as deciding priorities and setting objectives, consider how decisions can reduce inequalities of outcome associated with socio-economic disadvantage. Relevant public bodies are encouraged to be able to evidence a clear audit trail for all decisions made under the duty.

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Resources and Review

Ambition North Wales will ensure appropriate resources are in place to deliver the actions set out in this Plan, including:

- Monitoring of progress and actions and annual reports led by Senior Corporate Policy Officer, supported by Operations and Resources Manager;
- Ongoing training and awareness programmes;
- Integration of equality objectives into project and budget planning processes.

The Plan will be reviewed annually to reflect learning, policy developments, and stakeholder feedback.

References

- The Well-being Future Generations Act (Wales) 2015
- Equalities and Human Rights Commission Guidance
- Welsh Government Strategic Equalities and Human Rights Plan 2025-2029
- The Social Partnership and Public Procurement (Wales) Act 2023
- Advancing Gender equality action plan: Advancing gender equality: action plan | GOV.WALES
- Anit-racist Wales action plan: Anti-racist Wales Action Plan [HTML] | GOV.WALES
- LGBTQ+ Action Plan for Wales: LGBTQ+ Action Plan for Wales | GOV.WALES
- Welsh Government workforce equality, diversity and inclusion strategy: 2021 to 2026 | GOV.WALES
- North Wales Skills and Employment Plan 2026-2028
- Dr Sara MacBride-Stewart & Dr Alison Parken, 'Inequality in a Future Wales: Areas for action in work, climate and demographic change' (Future Generations Commissioner for Wales, Cardiff University, Public Health Wales: 2021)
- Future Generations Report 2025

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Compliments, Comments and Complaints Policy

We believe in a pro-active approach to advancing equality and we have outlined our commitment to achieving this goal by publishing this plan. Any compliments, comments and complaints received in relation to this plan will be handled in accordance with our Compliments, Comments and Complaints Policy which can be found on Ambition North Wales website. Alternatively, contact us directly: feedback@ambitionnorth.wales

How to contact us

We welcome comments and suggestions to help us improve as a body committed to promoting equality can be submitted at any time to the Ambition North Wales Team: info@ambitionnorth.wales

Accessible formats

If you would like this publication in an alternative format and/or language, please contact us: info@ambitionnorth.wales

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