
NORTH WALES CORPORATE JOINT COMMITTEE

13 June, 2025

TITLE: CJC Post Transfer Implementation Programme 2025-26 Update

AUTHOR: Iwan Evans, Monitoring Officer
Dave Hole, CJC Implementation Programme Lead

1. PURPOSE OF THE REPORT

- 1.1. To update Members, post transfer on project development and continuing programme implementation progress to support the continuing establishment of the North Wales Corporate Joint Committee (CJC).

2. DECISION SOUGHT

- 2.1. The CJC accepts the update and progress made and notes the current constraints to continue the ongoing establishment of the CJC through a programme of change (new and continuous improvement) initially for 2025/26.
- 2.2. Directs that a further report be presented in September to update on 2025/26 programme delivery progress.

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 project management and implementation delivery programme supporting the establishment of the CJC. This will require the development of a multi-year programme to introduce new capability and capacity following the formal appointment process of a Chief Executive Officer, whilst currently it is important to maintain momentum and continue any immediate programme of change initially for this year. This will ensure that not only outstanding pre-transfer delivery is completed, but also new capability required for 2025/26 is planned and delivered.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. The CJC has full operating status, meaning that it can function as a corporate entity, has the ability to employ people, and has in place the necessary governance arrangements. This provides the primary framework of governance which will enable the CJC to function as a public authority across all its functions.
- 4.2. In addition, the decision of the CJC (21st March, 2025) to enter into a Delivery and Funding Agreement whereby the role of Accountable body for the North Wales Growth Deal (responsibility for delivery and funding arrangements) are transferred to the North Wales

Corporate Joint Committee has enabled the transfer of the staff and assets into the CJC. The Economic Well-being Sub-Committee is established to undertake this work. The transfer was the critical focus of the team and was successfully completed on 1st April, 2025.

- 4.3. Throughout this process the CJC has acknowledged the complexity of the Growth Deal delivery programme, in particular the transfer arrangements but also the people, procedures and systems to be established following transfer. The following sections of this report outline delivery completed and outlines the developing immediate programme of delivery for 2025/26.

5. PROGRESS TO ESTABLISH THE CJC PRE-TRANSFER

- 5.1. The CJC Implementation Programme has made significant progress up to and including the transfer taking place on 1st April, 2025. 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. The many challenges and complexity of this type of programme resulted in readiness for transfer 1st November, 2024 being delayed. 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.

6. PROGRESS TO ESTABLISH THE CJC – 2025/26 PROGRAMME

- 6.1. Following the transfer on 1st April, 2025 the CJC Implementation Board recognised the requirement to shape a new programme for 2025/26 to include any delivery (identified as non-essential for transfer) not completed pre-transfer, and to identify initial priority changes to be completed. The CJC Programme Implementation Lead in consultation with officers has developed a programme of change and improvement based on priorities and some constraining factors for this year. Further work will be required for change in subsequent years yet to be developed.
- 6.2. Our current developing programme is being delivered or in the process of doing so. This programme remains significant, complex and resource intensive. A summary of the programme includes:

- i. **CEO's office**
 - a. Corporate Plan development
 - b. CJC Prospectus development
 - c. Organisational Design (including development)
- ii. **Legal and Governance**
 - a. Development of the governance around the Economic Well-being Sub-Committee (formerly EAB)
 - b. Other committees in development include Governance and Audit, and Standards
 - c. The establishment of a Joint Overview & Scrutiny Committee (JOSC)
 - d. Formal Service Level Agreement (all functions) to be established with Cyngor Gwynedd
 - e. Constitution review and further development
 - f. Resources recruited
- 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 recruited
- v. **Finance**
 - a. Corporate Risk Management established
 - b. Financial contracts completed
 - c. Audit process
 - d. Insurance renewals
 - e. Pensions transferred
 - f. Resource recruited
- 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

6.3. Constraining risk factors in developing our new programme may include:

- 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. CEO appointment and any changes in direction
- vi. Partner engagement and support to key areas of development to enable improved CJC governance e.g. committees, co-option etc.

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:**

Joint author of the report.

- 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.”