



# SPORT NORTH WALES

GETTING OUR COMMUNITIES  
ACTIVE THROUGH SPORT



Confidential

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# business case for change

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“AIM HIGH – CLIMB HIGH: With 250,000 citizens seeking more opportunities to be physically active across this region we have a tough challenge ahead. Using our iconic Mount Snowdon as a metaphor, each of our embedded Sport Wales funded teams has started the ascent. Each one is taking its own route, heading upwards and making progress BUT none of them can see the summit. Looking up ahead, it is the next stage of the climb that is the steepest and most demanding. The message from the Sport North Wales Steering Group is a simple one - we can try to go on solo and some of us might get close or, we can choose to work as a team, to help, support, and encourage all of us to reach the summit. Given the choice between CLIMB HARD ALONE or CLIMB EASY TOGETHER we choose that this resource should work together - as one”.



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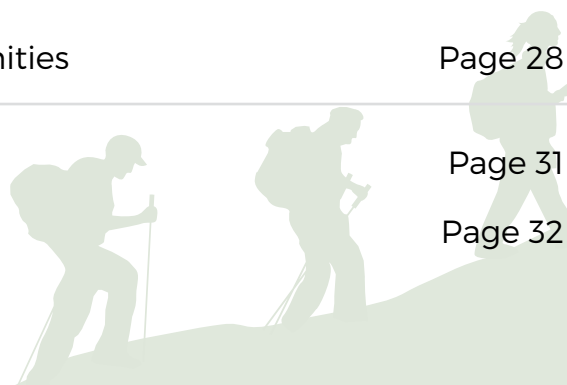
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# Foreword

**“Creating active healthy communities that we all want to live in, now and in the future: Getting our communities active through sport.”**

We all acknowledge that regular physical activity is fundamentally important to the **health and well-being of our communities** and all of us engaged in the development of this business case agree that an effective community sport system is vital if we are to deliver our aspiration to **get every child hooked on sport for life**.

Thanks to Sport Wales targeted all-Wales investment and the hard work of our teachers and our sport development teams, there has been positive progress in the number of people who participate in sport. However, with performance highly variable across our region, budgets anticipated to be reduced, insufficient sporting opportunities in Welsh, and persistent high levels of latent demand... much more still needs to be done! Despite our recent progress, too many people who could benefit from regular activity don't – that's girls and young women, those with a disability, BME communities, and those living in remote rural or our poorest areas, to name but a few. **Our shared ambition should be to change this and to put the needs of participants (and non-participants) at the fore front of our thinking.**

We have a steep, hard Mountain, to climb... and to reach the summit will require us to focus our efforts, collaborate, be more innovative and yes, take some brave decisions. We should not look upon this climb as a threat and with fear, but rather, as an **exciting opportunity** and with **confidence**. After all, we have: a strong sporting tradition/ culture; a solid community sport platform to build from; an outstanding (and perhaps unrivalled) natural environment; superb sporting facilities; and a dedicated talented workforce that wants to be empowered to innovate and achieve greater success.

**The message from this Steering Group is a simple one....It is time to climb easy together...!”**

Jamie Groves  
**Chair SNW Steering Group**

Graham Williams  
**Sport Wales Programme Director**



# Executive Summary

The decision to proceed with prioritised, strategic outcome-based investment and planning is already well underway across all of Sport Wales' delivery partners. So this Steering Group has focused its attention on the proposals for a new operating model based upon regional investment coordination, commissioning and delivery. In the context of a challenging environment for public services in Wales and the opportunities afforded by the introduction of the Well-being of Future

Generations (Wales) Act, we have sought to challenge, test and further develop the thinking behind the proposed operating model.

Having done so, we are satisfied that, whilst challenging, the new model offers substantial benefits when compared to the status quo. Those benefits extend across all of the affected stakeholders.

**Councils will gain and benefit from strategic insight and intelligence, sharing of best practice, appropriate targeted rather than limited resource, and far greater opportunities within their communities.**

**Workforce will benefit from more exciting empowering opportunities, developing as part of a bigger team, and by consistent employment terms and conditions.**

**Schools will benefit from a much wider range of opportunities to be active through sport.**

**Clubs and community organisations will benefit from expertise, support and being part of an integrated system that feeds and grows their membership.**

**Our communities will benefit from an increased range of opportunities to engage in regular physical activity through sport leading to economic growth through new ventures and initiatives, an enhanced sense of community pride and cohesion through sport, and heightened well-being.**

**Crucially, equality and diversity will be enhanced ensuring that no sections of our communities are excluded.**

**Finally, the public purse will benefit in terms of value for money as the model achieves efficiencies estimated to achieve a Net Present Value of between £2.7 - 3.0m.**

**Sport North Wales** represents a number of things. First and foremost it is an **exciting opportunity** for all concerned, to work intelligently and strategically in order to make the whole region more accessible to regular physical activity through sport. As a potential **Brand** it offers an opportunity to showcase the region as a healthy exciting place to live, work and visit. By adopting a more **commercial approach** it can have a substantial betterment impact upon the economic prosperity of the

region by attracting additional investment and stimulating new sporting ventures and employment opportunities.

The question is no longer "should we introduce the model?" but rather "how should it be introduced and how quickly can it be done?" - We are reassured by Sport Wales pragmatic and sensible intentions to pursue managed phased transition and to engaging with both existing and new partners.



# 1.Introduction

# 1.1 - Introduction

Sport Wales, in pursuance of its annual remit letter obligations to support the Welsh Government's drive to facilitate regular participation in sport and physical activity, has completed an exhaustive process to review the way it invests in community sport. The **National Case for Change** has been developed in consultation and dialogue with key partners including Local Authorities, National Governing Bodies of Sport, Further and Higher Education, and both the Voluntary and Private Sectors. Developed, for, on behalf of, and with, the community sport sector in Wales it seeks to create an **exciting, unifying, and world-leading community sport system** across Wales capable of:

- i. Tackling the immense socio-economic challenges confronting all those involved with community sport; and
- ii. Creating the conditions necessary for the sector to respond proactively and dynamically to the challenges placed upon all public bodies through the **Well-being of Future Generations (Wales) Act 2015**.

The national case (developed over 18 months of stakeholder consultation, international research, and options identification and

evaluation), concluded that Sport Wales should focus on three investment outcomes; **increasing participation; tackling equality; and enhancing the sporting pathway**.

In addition, it concluded that Sport Wales should introduce a new operating model based upon **regional investment coordination, commissioning, and possibly delivery** in order to provide greater strategic direction, enhanced insight and planning, and more effective, efficient, agile and innovative delivery solutions.

Sport Wales proposes implementing the new operating model during 2017-18 beginning with: all of its partners using the strategic outcomes as a basis for their planning and reporting on delivery activity from 2016-17; and a phased introducing of the new regional operating model through a number of early adopters in 2017. North Wales has been identified as a potential early adopter of the proposed new operating model.

The national case was presented to the **North Wales CEOs Group** in January and it was agreed that a Steering Group should consider in more detail the business case for North Wales becoming an early adopter. The terms of reference and membership of the Steering Group is at **Appendix A**.



## 1.2 - Purpose and Scope

This **Sport North Wales (SNW)** business case builds upon the **National Case** for changing the way Sport Wales invests in community sport and explores, in greater detail, the case for the introduction of regional investment coordination, commissioning and possibly service delivery across north Wales. It has been developed for a number of uses:

Firstly, to enable a group of local government organisations within a potential “early adopter” area (North Wales) to assess whether this should be supported by local government partners because it offers a more sustainable and beneficial approach. The Steering Group would present its findings and conclusions to the CEO’s Group in the autumn.

Secondly, having been tested and further refined with this more detailed and local perspective, it is intended that this business case will also form part of the specification documentation in a planned competitive process (to be held later in the year) aimed at selecting who will fulfil this new role. The scope and extent of the proposed change explored in this SNW business case is limited to the Sport Wales funded activities across the region.

## 1.3 - Steering Group Approach

Four Councils helped develop the case and three Councils fulfilled a scrutiny role. Those involved in this work have done so in a spirit of collaboration and co-creation between Sport Wales, the WLGA and existing local government partners. The approach adopted has involved being mindful of the principles of **sustainable development** (Prevention, Collaboration, Involvement, Integration and thinking Long-Term) and the key messages from the **Auditor General for Wales** on how the public sector should approach reform

(Planning for the long-term; Delivering services differently; Focusing on individual and community well-being; Looking beyond existing boundaries; Adopting preventative measures; Taking managed risk; and Adopting a robust approach to collaborative change).

## 1.4 - Steering Group Methodology

In pursuance of its remit and agreed terms of reference the Steering Group adopted the national case as the starting premise. It sought to establish a “shared appreciation” of the regional community sport landscape and to reach a “shared perspective” on the current community sport system and the challenges that are ahead. All six Councils provided information on their local strategies, plans, priorities and operational approach which were consolidated and summarized to form a picture of the regional community sport landscape.

They all provided an assessment of the strengths, weaknesses, opportunities, threats and the constraints associated with

introducing a new regional operating model. Building upon the solutions definition work undertaken by the Community Sport Project; the Steering Group worked together to produce a regional services prototype of the new operating model and to share and develop it further through wider insight obtained from a Stakeholder Focus Group. This included developing a number of Customer Journey perspectives.

The Steering Group also sought to test and further refine the economic appraisals in the national case by supplying more accurate and up-to-date regional workforce and financial data.

## 1.5 - Guiding Principles

The Steering Group identified and agreed a number of fundamental guiding principles that should underpin any proposed change. The new operating model should result in:

**The needs of participants being at the forefront of decision-making;**  
**An overall reduction in the duplication of effort and resources;**  
**Greater funding being directed towards delivery;**  
**An overall reduction of management and administrative complexity and cost;**  
**Enhanced collaboration and cross partner working;**  
**Enhanced leadership, governance and accountability.**

# 1.6 - Key Dependencies

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There are a number of dependencies that the Steering Group considered to be crucial to taking the new operating model forward. They included:

**Strategic alignment with an emerging Programme of Government;**

**Clarity over where financial costs for central services should rest;**

**Clarity over whether the costs of accommodating staff in Council property would be rent free;**

**Political will and backing (National and Local);**

**An acceptable degree of influence for Councils going forward;**

**A willingness of partners to collaborate for the greater good.**

The image shows the backs of two young boys in soccer uniforms. They are wearing white jerseys with yellow accents at the bottom and white shorts. The boy on the left has the number '20' on his back, and the boy on the right has the number '8'. They are hugging each other from behind. The entire image is covered with a semi-transparent green filter. Overlaid on this filter is the title '2.The Existing Community Sport Operating Model 2016' in white, bold, sans-serif font.

## **2.The Existing Community Sport Operating Model 2016**

# 2.1 - The Existing Community Sport Operating Model 2016

The region, spans the whole of the North Wales coastline, encompasses 6 Councils (Isle of Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd, and Wrexham) together with a single Health Board (Betsi Cadwalder University Health Board) and a single Police Force (North Wales Police). The region has a population of approximately 694,000 of which 140,000 are below the age of 18. Sport Wales invests approximately £2.6m pa across the region. All of the Councils understand the massive beneficial impact community sport and particularly focusing upon our youth and young people can have in terms of the future well-being of their communities.

Each of the Councils has developed their own strategic plans (spanning different planning horizons) and they relate to the priorities set within their community area:

**Sport Gwynedd 2013-16**  
**Denbighshire Leisure Strategy 2011-2020**  
**Flintshire Leisure Services Corporate Plan 2014-2018**  
**Conwy Active for Life Strategy 2014-17**  
**Wrexham Corporate plan 2012-16**  
**Wrexham LSB plan 2013-2024**  
**Anglesey Corporate Plan 2013-17**  
**Anglesey Strategic Plan for sport and recreation 2016- 2017**

Despite having similar aims and facing similar challenges the regional community



sport landscape is extremely complex and there is very little standardisation, synergy or seamlessness about the system that currently exists. For instance, each Council has its own approach to how and where community sport fits within its organisational structure ranging from Education, Economy and Facilities, Assets and Housing. Some have retained an in-house model, others have moved to outsource key elements such as facilities, and others are planning alternative approaches such as restructuring so that the leisure services and community sport remit is aligned with other service areas and, in one case – they are establishing an entirely new community interest charitable trust.



The introduction of the Chief Culture and Leisure Officers Wales (CCLOW) Forum in recent years has provided a mechanism for sharing best practice and for encouraging collaborative effort. There are some good examples of collaboration (such as Aquatics, Focus Sports and Physical Literacy) ..., BUT multiple plans, restricted delivery

workforce, duplication of management and administrative overheads, over-reliance upon fixed programmes and silo'd thinking still exist. Under the current system, Sport Wales has the additional logistical task of coordinating and performance managing each of the 6 delivery partners.

## 2.2 - Roles

Councils play a hugely significant and multifaceted role in supporting community sport ranging from substantial investment in opportunities, providing facilities and infrastructure, through to its educational remit. Those pivotal responsibilities, whilst coming under increased pressure to evolve, will continue in the future. In addition, all six of the Councils currently act as designated

delivery partner for Sport Wales and receive an annual allocation of funding in order to coordinate, manage, host and deliver a range of programmes and initiatives aimed at increasing the number of children and young persons regularly engaged in sport. They oversee the delivery of a number of programmes/initiatives that are funded in full or partially by Sport Wales:

**Active Young People Programme (5x60 and Dragon Sport);  
Community Chest initiatives and projects;  
LAPA Sport / Local Sport Plans;  
Free Swimming.**

## 2.3 - Allocations and Management Costs

The 2016-17 funding allocation, totalling over **£2.6m**, together with a breakdown of the distribution between councils and programmes is set out in **Appendix B**.

Both Sport Wales and each Council Partner have a number of costs associated with managing and administering the programmes/investment across the region. The direct staff costs are estimated to be approximately **£580k pa**. In total there are 7 fte managers funded by Sport Wales and an additional 4.2 fte funded by Councils.

In addition, there is the cost associated with hosting and providing corporate support to the delivery staff in a number of professional disciplines such as HR, Payroll, IT, Accommodation, Legal, Procurement etc. These are real costs to the public sector but are difficult to accurately estimate. It is thought that they are likely to amount to

around £200kpa. Because these “hidden in-kind” costs of the current system are difficult to separate out and fully quantify, and because they often equate to apportioned resource time rather than individual posts, any reduction in these costs would represent a non cash releasing opportunity to partners. That said, in order to compare the true full costs of alternative delivery models these hidden costs need to be taken into account.

It will be for each partner to determine how and if they want to accurately determine, target and then realise the actual efficiency. This will be a challenge that all public sector bodies will increasingly have to address. Although the sums associated with this change are relatively small, this might be a good opportunity for managers to proactively target and realise them where it is feasible to do so.

## 2.4 - Delivery Resources and Costs

The Sport Wales funded AYP Programmes are delivered through a team of front line sport development officers. In total, there are 38.5 fte delivery officers and 93 funded coaches. A breakdown of the AYP Programme management and delivery resource by Council is shown in the following table:

| Sport Wales                                   | Anglesey        | Conwy           | Denbighshire    | Flintshire      | Gwynedd         | Wrexham         | Totals            |
|-----------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| <b>AYP Programmes (5x60 and Dragon Sport)</b> | <b>£160,660</b> | <b>£230,777</b> | <b>£194,036</b> | <b>£311,785</b> | <b>£324,106</b> | <b>£261,972</b> | <b>£1,483,336</b> |
| <b>Management and admin staff numbers</b>     | <b>1</b>        | <b>1</b>        | <b>1</b>        | <b>2</b>        | <b>1</b>        | <b>1</b>        | <b>7</b>          |
| <b>Management and admin staff costs</b>       | <b>£38,118</b>  | <b>£39,825</b>  | <b>£10,000</b>  | <b>£77,118</b>  | <b>£39,190</b>  | <b>£32,135</b>  | <b>£236,286</b>   |
| <b>Delivery staff numbers</b>                 | <b>3</b>        | <b>6</b>        | <b>8</b>        | <b>6</b>        | <b>8</b>        | <b>7.5</b>      | <b>38.5</b>       |
| <b>Delivery staff costs</b>                   | <b>£86,925</b>  | <b>£134,865</b> | <b>£126,597</b> | <b>£349,881</b> | <b>£203,902</b> | <b>£179,035</b> | <b>£1,081,205</b> |
| <b>Coaches</b>                                | <b>25</b>       | <b>12</b>       | <b>30</b>       | <b>-</b>        | <b>-</b>        | <b>26</b>       | <b>93</b>         |
| <b>Programme costs</b>                        | <b>£35,616</b>  | <b>£56,087</b>  | <b>£57,087</b>  | <b>£100,743</b> | <b>£81,327</b>  | <b>£64,212</b>  | <b>£395,424</b>   |

# 2.5 - Performance

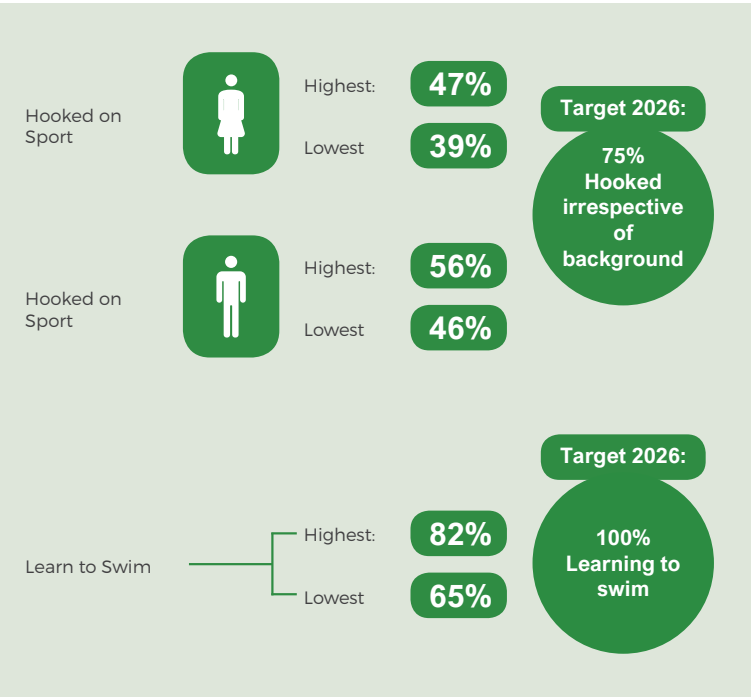
The principal mechanism deployed by Sport Wales and its partners for assessing and reporting performance and progress is the annual School Sport Survey (SSS). Last year, thanks to the hard work of delivery staff, professionals, coaches, and teachers 13,131 young people completed the survey. Of which, 6,521 are known to be “hooked on sport” (i.e. participating in sport or physical activity more than three times a week) with a similar number 6,610 not yet considered to be “hooked on sport”.

There has been steady good progress in recent years and the number of young people participating in sport is increasing. Despite budget reductions, each Council has reported continuing progress and each Council has a motivated and professional delivery team. However, despite this progress, the current delivery system is unlikely to achieve the sector’s strategic aim of 75% hooked on sport by 2026.

There is a substantial range in performance across the 6 local authority areas within the region. Ranging from **61.2%** hooked on sport to the lowest at just **41.1%**. There are of course a whole range of factors that impact

upon performance levels but, nonetheless, a differential of 20% suggests that a different approach is needed.

There are also significant differences in performance and challenges around specific groups such as young women, those living in areas of socio economic disadvantage and BME communities.



The background of the slide is a photograph of two people rock climbing. The image is partially covered by a large green circular overlay. One climber is visible in the upper part of the green circle, and another is in the lower part. The text '3. Strategic Context and Challenges' is centered in white over the green area.

### 3. Strategic Context and Challenges

# 3.1 - Strategic Context and Challenges

This work is being progressed in a strategic setting and backdrop of substantial change. Over the planning period covered by this case, the public sector reform agenda is likely to see continued evolution of local government, closer alignment of health and social care services and the introduction of public service boards. The impact of the Public Sector reform in Wales and specific legislation such as the **Social Services and Well-being (Wales) Act 2014**, the **Wellbeing of Future Generations (Wales) Act 2015** and a range of emerging health and well-being strategies will place additional responsibilities to plan and deliver services that impact upon a number of well-being goals.

In addition, the Nation faces a further period of economic uncertainty post BREXIT - as the Nation seeks to rebalance the public finances and explores a post EU economic agenda. It is anticipated that we will face a period of sustained austerity measures that will see budgets continue to fall year-on-year for the foreseeable future. Latest estimates suggest that between now and 2020 the Wales settlement might continue to reduce by 3% per annum. As funding pressures bite deeper, it is almost inevitable that leisure and sport funding will be hit hard because Councils will have to focus ever-diminishing resources on their statutory services. Most Councils consider that their leisure services provision will come under increasing threat.

These sustained pressures make this dedicated Sport Wales investment (albeit relatively small in comparison to LA Budgets) absolutely critical and highlights why it will become increasingly important that maximum VfM is achieved. Any new operating model must ensure that every £ spent makes a positive contribution to the three strategic outcomes and, that management overheads are both lean and robust, offering “additional value” not replicated bureaucracy. Maximum funding must be directed towards front line activity and opportunity-driving initiatives.

Against this challenging backdrop of uncertainty, fiscal pressure, and inevitable reform of public services there is a shared aspiration for all of our communities to be active and healthy. This aspiration is based not only upon the mental and physical health benefits of being physically active, but also the educational, economic, and social benefits a more active life can bring. The Well-Being of Future Generations (Wales) Act 2015 provides a perfect opportunity for shaping new, innovative and collaborative cross-sector opportunities that will ensure that our investment has the maximum positive impact.



We all recognise that sport development and community sport has already come under substantial pressure as we have each in our own way sought to achieve more with less investment. Each Council, in their own way, is trying to address the challenges and innovate in order to do the best they can for their communities.

That said, by taking decisions based upon their own community interest they are exposed to the risk of making decisions that have a far wider impact and inadvertently, rather than doing the best for the well-being of the region, may actually be diminishing well-being outcomes. The most obvious being decisions to rationalise old or invest in new facilities that might impact

individuals, groups, and interests that go beyond their Council boundary. They are also exposed to the risk of failing to explore new opportunities, solutions and service offerings that might be possible through a regional approach.

Perhaps most significantly, in the context of this particular case for change, is the fact that despite this recent progress, there are still some **217,000 adults** and **30,000 young people** across the region who want to do more sport and physical activity but there are barriers preventing them from doing so. This huge latent demand, poses some fundamental questions for the current operating model:

**Q: Does any delivery partner across North Wales know about and, more importantly, OWN this issue of unaddressed latent demand?**

**Q: Is anyone attempting to develop regional, collaborative, joined-up solutions that are capable of tackling this massive demand across North Wales?**

**Q: Is anyone looking at the barriers holding people back and what the enablers might be?**

**Q: Does the current model enable such strategic challenges to be considered and tackled?**

**Q: Might perfectly reasonable individual local decisions have an unseen adverse impact upon possible future solutions for meeting this demand?**

Any new operating model must seek to provide answers to these questions and ensure that an **all-partner, pan-North Wales Blueprint** is in place to drive overall performance against the outcomes and, tackle head-on, the fundamental issue of latent demand **across the region**.



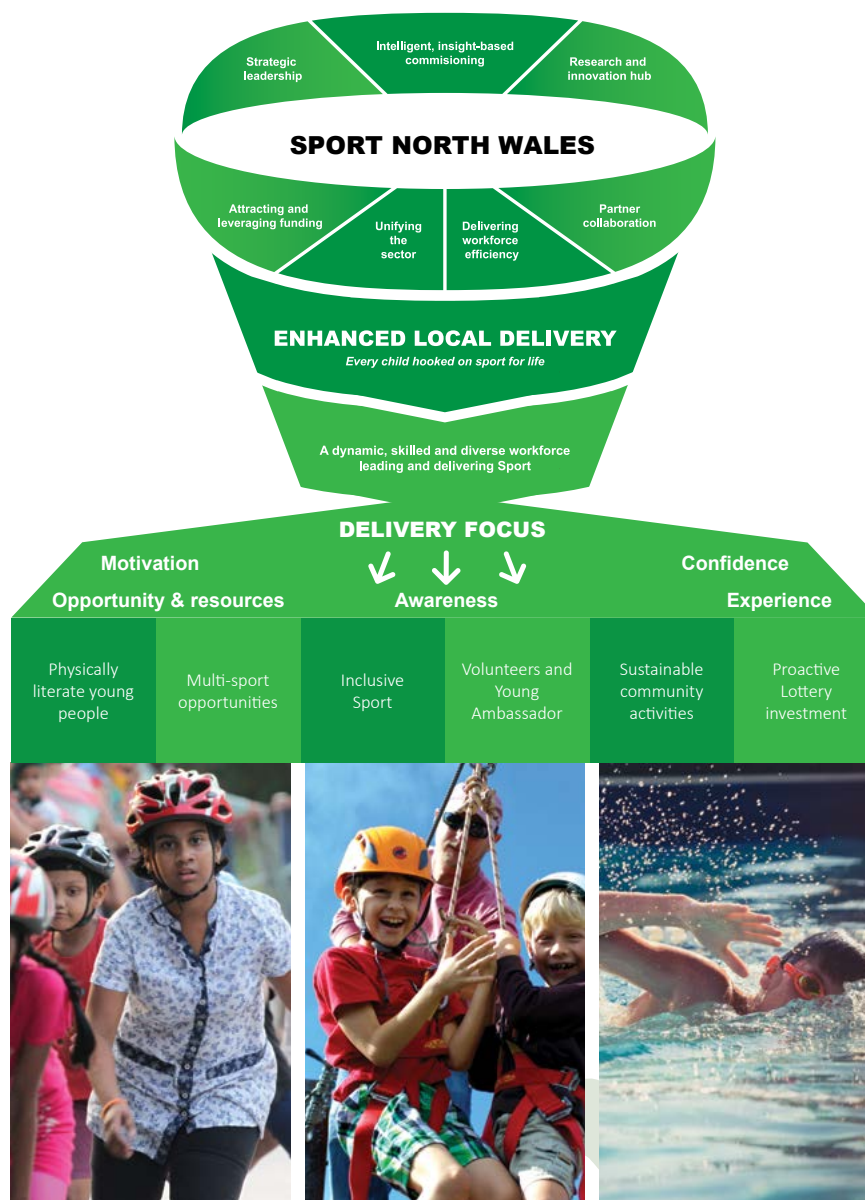
A photograph of several children wearing bicycle helmets, looking forward. A semi-transparent green circle is overlaid on the image, containing the text. The children are wearing various colored helmets and clothing. The background is slightly blurred.

## 4. Future State - Proposed Operating Model

# 4.1 - Future State - Proposed Operating Model

All of Sport Wales' delivery partners are already planning on the basis of the three agreed strategic outcomes. The next planned change is the phased introduction of streamlined and better coordinated regionalised investment, commissioning

and delivery activity. Rather than investing in multiple and disparate plans and isolated delivery teams the proposed simplified operating model will create much needed critical mass and bring greater clarity around roles and responsibilities.



## 4.2 - Sport North Wales

Sport North Wales, would be a single “go to” strategic body for sport and physical activity planning, and would it was envisaged aim to: galvanise the wider sector; ensure focus on the outcomes and well-being goals; create a dynamic, agile and diverse workforce leading and delivering sport and physical activity; and stimulate cross sector collaboration. It would

aim to break down barriers, consolidate best practice and drive deep collaboration across a range of stakeholders. It would be a positive catalyst for uniting a range of cross sector partners to forge sustainable sport and physical activity propositions that should enhance the well-being of the region. It would be responsible for:

**An effective regional strategy to ensure the maximum impact of Sport Wales investment upon the outcomes;**

**Insight to fully understand the profile of the region – population demographics, current provision (programmes and facilities), latent demand and the needs of local communities, under representation, and key opportunities to drive and enhance participation;**

**A delivery plan which fully takes into account insight and evidence and is designed to meet the needs of local communities. The plan should identify opportunities to work with and utilise the expertise of external partners;**

**Effective partnerships with National Governing Bodies of Sport to help inform and develop national sport plans ensuring the needs of the region are understood;**

**A complete and inclusive volunteer pathway and support network to effectively recruit, train, support, deploy and reward new leaders and volunteers from primary school through to adulthood;**

**A programme to ensure Lottery funding is pro-actively used to support new sustainable initiatives to grow participation;**

**Business approaches attracting commercial investment / leveraging external funding etc.**

In an attempt to better understand the proposed new operating model the Steering Group sought to define with more detail how SNW would operate and to develop a visual representation of the new operating environment. SNW would:

**Put the needs of citizens first with a strong focus on equality of opportunity;**

**Establish a much higher profile for sport across north Wales and showcase the impact it has on wider agendas such as health, education, tourism and tackling poverty;**

**Have dedicated leadership to ensure a coordinated approach to developing sport in all communities with a “can do” culture;**

**Establish an independent and expert Sport North Wales Board that can passionately represent the interests of sport across the region, including representation from all sectors;**

**Reduce bureaucracy and duplication (for example, one sport plan instead of six with streamlined planning, monitoring and administration processes);**

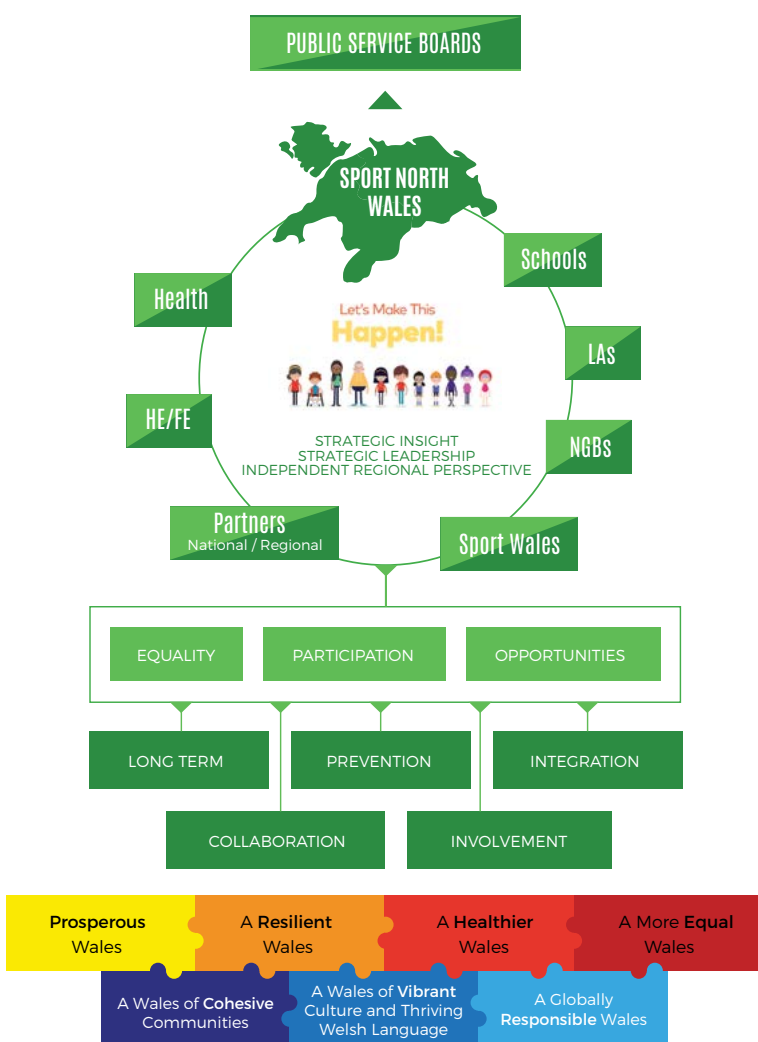
**Realise efficiencies so it can continue to effectively operate in an environment of year on year budget cuts, with the protection of front line services being a priority;**

**Actively pursue alternative funding sources so there is less reliance on public funding;**

**Decide how best to deploy resources to further develop opportunities to participate in sport and activities (either directly themselves or through existing or new partners);**

**Deploy the workforce more effectively and flexibly;**

**Ensure we have a connected sport sector across North Wales (for example, ensuring schools, national governing bodies of sport, trusts & voluntary sports clubs work in a collaborative and complementary way).**



The Steering Group were keen to try to further refine the SNW concept and to “bring it to life” by developing a future state 2020 prototype and a number of customer journey perspectives. These are at **Appendices C** and **D** respectively.

## 4.3 - Role of Local Government

In determining the future relationship with local government the Steering Group were keen to place on record, their view that, the ambitious outcomes envisaged could only be realised through uninterrupted, sustained (and quite frankly pivotal) support and engagement of local government partners.

Having sought to better understand and define the proposed new operating model it became clear that far from diminishing the role Councils currently play, it brought clarity and increased opportunities. For instance, the crosscutting strategic role of SNW would enable them to:

**Focus their efforts and resources on local leisure strategies, priorities and activity;**

**Receive independent expert insight, research and intelligence to underpin local decision making;**

**Improve governance across their delivery partners;**

**Secure (based upon insight) additional targeted resources to tackle stubborn local issues;**

**Reduce pressures upon corporate services;**

**Benefit from sharing resources and expertise from across the region (opening up delivery through the medium of Welsh Language was cited as a particular example).**

The Steering Group took the view that the benefits outweighed the risks of change and were able to define with greater clarity the on-going role that local authorities across north Wales would play. They would:

**Provide Local Government representation on the SNW Board;**

**Provide local knowledge, advice and insight to SNW / NGBs / National partners to ensure the sporting needs of local communities are met;**

**Provide advocacy and support for the sector's aspiration to see "Every Child a Swimmer" including delivery of the Free Swim Initiative;**

**Deliver shared outcomes with Sport Wales through the Well-being of Future Generations (Wales) Act 2015;**

**Potentially host and support some delivery staff (in agreement with SNW);**

**Continue to provide high quality, accessible facilities for increasing physical activity through sport;**

**Connect sport into the wider agendas of health, education, tackling poverty and tourism;**

**Provide advocacy and support for schools to develop physically literate young people and to widen community access to school based facilities.**

A photograph of several children in a swimming pool, partially obscured by a large green circular overlay. The children are wearing swim caps and goggles. The text '5. Risks and Threats' is centered within the green circle.

## 5. Risks and Threats

# 5.1 - Risks and Threats

The Steering Group members worked with their teams to undertake a thorough SWOT analysis in order to better understand the implications of change. They also sought to identify what responses/measures might be

deployed to mitigate any potential negative impact and also to accentuate the potential benefits. Amongst the most significant included the potential for:

**Adverse impact upon staff through potential job losses and redundancy;**

**Adverse impact upon existing services and current performance levels;**

**A loss of expertise, knowledge and skill as delivery workforce staff, faced with uncertainty, leave to do other things;**

**Disconnect with the emerging Programme of Government and internal review of Sport Wales;**

**A dilution of commissioning and delivery of sport through the Welsh Language in certain parts of the region;**

**A lack of Council buy-in and support for the new operating model because of lack of engagement, reduced influence and control;**

**A heightened risk of some Councils deciding to withdraw completely or further reduce their current level of investment in community sport;**

**Councils/Trusts deciding to see the change as an income generation opportunity by withdrawing free/subsidised access to their facilities/infrastructure;**

**The new strategic partner not having a proven track record in delivering community sport solutions, that in itself, could pose a risk for all concerned;**

**The needs of rural communities being overlooked as everyone seeks to focus on increasing participation numbers rather than providing access for all.**

## 5.2 - Mitigations

Each of these principal risks/threats whilst individually and collectively significant, were considered capable of being

mitigated through deliberate and planned interventions. For instance, any negative impact upon:

**alignment with the programme of government could be mitigated by continued close involvement with policy officials and Cabinet Secretaries;**

**staff and workforce expertise could be mitigated by: deploying a well thought through workforce handling plan; phasing the implementation in order to reduce the need for redundancy; ensuring the entire workforce and existing employers/ trade unions were fully consulted and engaged in the change process throughout;**

**current services and performance levels could again be minimised by a sound transition plan and a planned implementation developed in consultation with existing partners;**

**Council/partner buy-in, because of a perceived lack of engagement and/or reduced influence, could be mitigated by: encouraging them to continue to help shape the new operating environment (now, in terms of influencing the basic design of the new regional operating model and later, by informing the regional community sport blueprint through contributing vital local needs assessment and insight); providing clear roles and responsibilities under the new operating environment; and by ensuring that Councils had appropriate representation on the Board;**

**the dilution of commissioning and delivery of sport through the welsh language could be mitigated by: overtly raising the profile and importance applied by SNW to bilingual operations; mainstreaming it within the equality outcome measures; and by sharing the expertise and best practice in some communities with those that are keen to do more;**

**the levels of funding and access to facilities provided by Councils/Trusts could be mitigated by: pointing out that such a response would be self-defeating, non-collaborative and potentially destructive - adversely impacting the youth across the region and within their own community; and by focusing everyone on the principal beneficiaries (our children and young adults) and upon the outcomes we were all seeking to achieve;**

**tackling the challenges and barriers posed by harder to reach, dispersed rural communities could be mitigated by: a deliberate emphasis on equality and accessibility for all; seeking commissioning and delivery proposals that addressed quality as well as quantity and efficiency/effectiveness parameters; and having a more agile workforce that could offer a wider range of opportunities to our rural communities.**

A photograph of three children riding bicycles on a dirt path. The child in the foreground on the left is a young boy wearing a green helmet and a green jacket, smiling. To his right is a girl with long dark hair, wearing a black helmet and a black jacket, also smiling. Behind them, another child is partially visible. The background consists of out-of-focus trees. The entire image is covered with a semi-transparent green overlay, and the title text is centered in white.

## 6. Benefits, Strengths and Opportunities

# 6.1 - Benefits, Strengths and Opportunities

The Steering Group identified a substantial number of potential benefits, strengths and opportunities arising from the proposed new

operating model. The new operating model would:

**Provide an opportunity to explore alternative delivery models which would encompass the broader shared outcomes of the Well-being of Future Generations Act, to include health and well-being and the tackling poverty agenda;**

**Enable the strategic direction, planning and delivery of community sport in north wales to be locally determined;**

**Safeguard investment in sport across the region through coordinated investment planning as opposed to salami slicing of budgets;**

**Ensure that maximum funding is directed towards front line delivery and enable increased flexibility in the targeting of funding for specific provision/needs;**

**Offer much needed opportunity to engage with new partners and to explore innovative solutions;**

**Raise the standards of governance and leadership across our delivery partners;**

**Streamline management and administration – leading to efficiencies and greater effectiveness;**

**Encourage the development of new delivery solutions, styles and service offerings particularly for those hard to reach groups.**

**Enable the sharing and replication of good practice across the whole region e.g. how best to enable all our communities to become more active through sporting opportunities delivered in Welsh;**

**Provide consistency and fairness across the workforce in respect of remuneration, terms and conditions, and provide more rewarding roles and opportunities to grow and develop.**



## 7. Economic Impact

# 7.1 - Economic Impact

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The original evaluation of a wide range of options was undertaken by Sport Wales leading to the identification of a “preferred option” which was endorsed by the wider sport sector in Wales through the Stakeholder Reference Group.

This evaluation included full economic appraisals that were undertaken by Deloitte (London). The economic appraisals sought to test a number of options and scenarios and to establish best value. The appraisals looked at cash releasing and non-cash releasing savings for Sport Wales and for the wider public sector.

The National case suggested that the introduction of Sport North Wales would result in cash releasing savings to Sport Wales of between £1.6 and £1.9m over the planning period depending on whether there was any element of subsidised back office running costs as in the current operating model.

Looking at the potential impact for the wider public sector (including Sport Wales) the work suggested that the introduction of the proposed operating model might result in positive NPV of between £2.5 and £2.8m over the planning period - again depending upon whether there were any subsidised back office costs.

The Steering Group sought to test and refine the appraisals further by providing more accurate financial information and data together with a more detailed appreciation of one of the most significant variables underpinning the economic appraisals – the financial impact of potential workforce restructuring.

The appraisals were re-run by Sport Wales and the results validated the original results in the National Case (in so far as they related to North Wales), suggesting a more positive set of NPVs. **The total NPV (cash and non-cash) for the Public Sector including Sport Wales increased to between £2.7 - £3.0m.**



## 7.2 - Factors likely to affect the NPV

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The Steering Group, in considering how the Sport Wales' preferred option might be expedited across North Wales, were of the view that there were a range of potential scenarios or sub options – varying in terms of both the remit SNW might have and the timing in which that remit might evolve and become fully embedded. Considerations included whether, for instance, the new strategic body should initially be limited to just strategic investment coordination, insight, research, and commissioning activity, or whether its remit should also include delivery (which might include SNW taking responsibility for some or the entire SW funded delivery workforce).

The Steering Group acknowledged that the ability of the new strategic body to bring about the changes envisaged was dependent upon its sphere of influence. On the one hand, it could initially aim to influence existing delivery partners by seeking to drive essential changes (like heightened cross-border collaboration and better targeting of the SW funded delivery workforce) OR,

it might consider that only through being able to directly coordinate and deploy (some or all of) the delivery workforce itself, would it be able to create the conditions necessary to maximise the full beneficial impact. It was noted that the National Case had been developed on the basis that the early adopters would eventually have responsibility for the delivery workforce and are based upon the timeline shown within the commercial case.

These fundamental scoping issues tested the National Project and the cross-sector Stakeholder Reference Group and, after much deliberation, it was concluded that rather than being overly prescriptive, any competitive process should seek innovative proposals on how best to create the conditions necessary for activity through sport to thrive across the region. These determining factors would impact upon the potential costs and benefits and consequently the NPVs cited above.



Ultimately, it will be for organisations wishing to take on this strategic role to determine how they want to construct, configure and introduce the new operating model and to demonstrate to Sport Wales satisfaction that what they propose will achieve demonstrable VFM.

Whilst complete clarity over both scope and timing now, would have been desirable, the Steering Group acknowledged that the proposed 6 month process for securing an organisation to fulfil this new role and the proposed phased implementation approach (with potentially around a further 12 month lead-in and transitioning period)

would allow such fundamental issues to be satisfactorily resolved. Moreover, it was agreed that by opening the opportunity up to other organisations, it should stimulate innovation, fresh thinking ... and, provided the process was well managed, ensure that robust evidence-based proposals came forward.



A photograph of a person swimming in a pool, viewed from above. The water is a deep green color, and the swimmer's arms and legs are visible. The pool has lane lines. The text "8. Commercial Considerations" is overlaid in white.

## 8. Commercial Considerations

# 8.1 - Commercial Considerations

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The Steering Group noted that Sport Wales has a number of potential options as to how and when it introduces the new operating model. It could explore the introduction of SNW through collaboration between existing public sector partners such as Local Authorities and with the new Public Service Boards. Alternatively, it could open up the opportunity - seeking proposals from a pool of new potential partners from across all three sectors and through a range of potential vehicles such as joint community ventures, public private partnerships, and consortia arrangements. Sport Wales could also consider introducing the new regional role itself through the creation of a wholly owned subsidiary company.

Significantly, throughout the consultative process undertaken by the Project, there was a clear message from stakeholders that Sport Wales should look beyond existing partners and aim to widen the market. This viewpoint extended not just to future service delivery opportunities, but also to the more strategic regional role that SNW would fulfil. The underlying message has been that if Sport Wales is going to create the type of environment capable of making substantial inroads into the outcomes, it must create

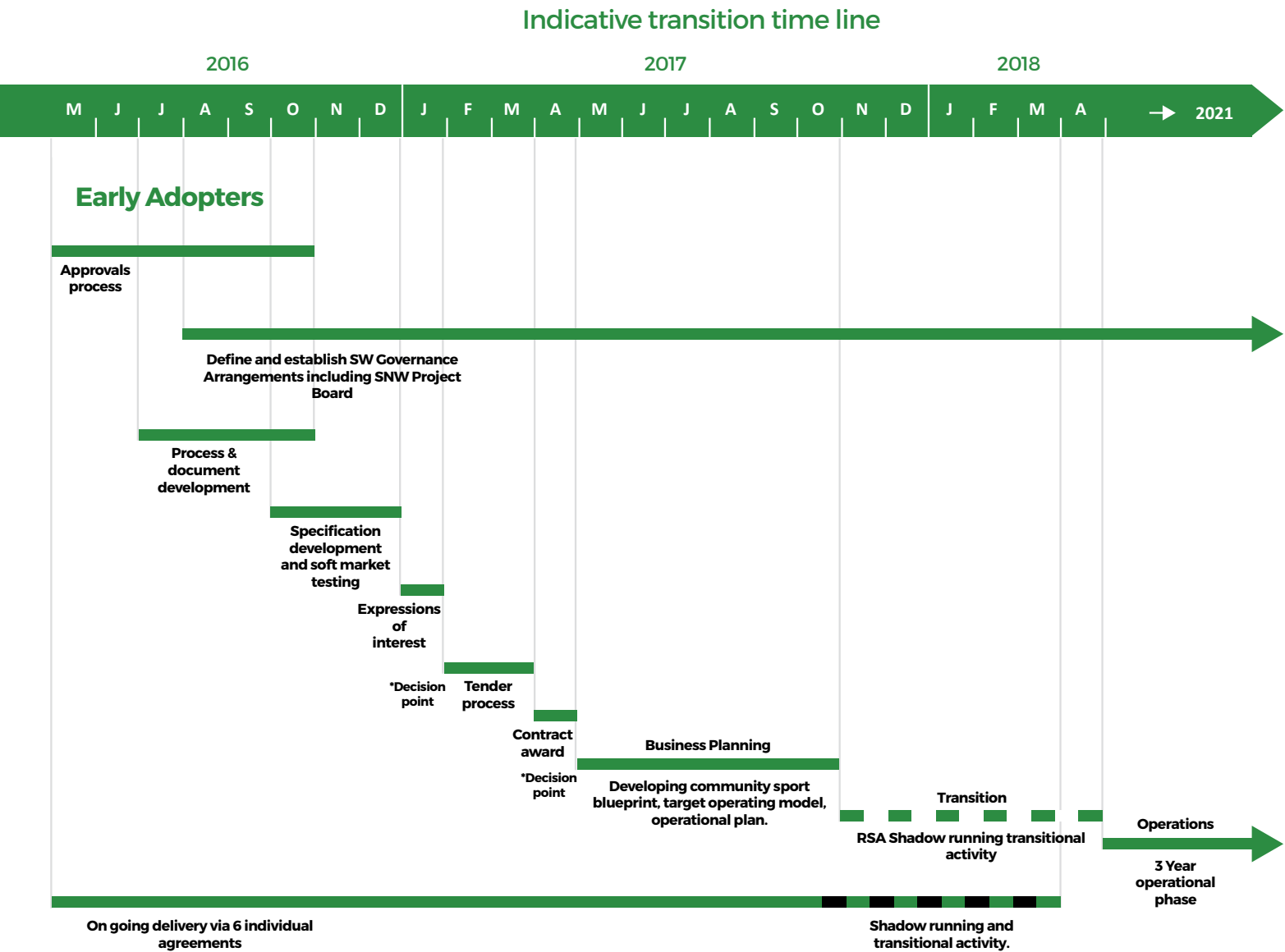
the conditions for innovation to thrive. Furthermore, healthy competition, if it exists, might well help to achieve this.

In considering the case for North Wales being one of the pathfinders of the proposed new operating model, the Steering Group looked at the implications for local Government and, in particular, the recommendation in the national case, that the opportunity to fulfil this role should be extended beyond existing and local government partners.

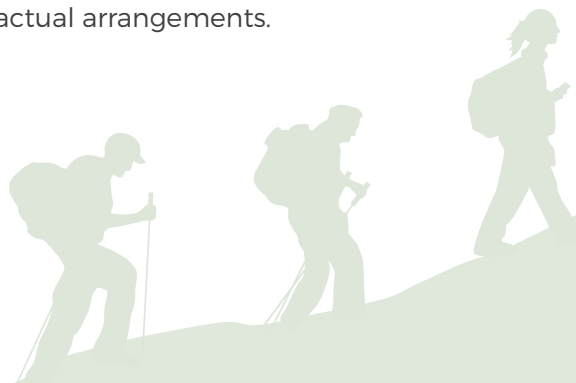
The current proposal is that there would be a process involving some form of soft market testing later in the year to explore whether there were any other organisations that would wish to be considered for the SNW role. It was acknowledged that the process being followed by Sport Wales could possibly lead to new ideas and innovative solutions being proposed. It could also encourage a range of partners to take a more proactive role alongside others.



The following indicative high-level timescale for establishing an early adopter in North Wales was considered and agreed:



Given the intention to open-up the opportunity to other potential sectors and partners it was noted that it would not be appropriate for this group to be directly involved in determining any detailed aspects of any future commercial and or contractual arrangements.





## 9. Financial Considerations

# 9.1 - Financial Considerations

Sport Wales has produced high-level financial estimates using outputs and assumptions arising from the Deloitte financial review and, where necessary, project team estimates of certain “costs of change”. The estimates have been produced in order to establish the potential financial implications of the proposed new model for both Sport Wales and its partners. These estimates have been further refined with more detailed workforce and financial information provided by Councils in support of the work of this Steering Group.

Although further more detailed analysis will be required in coming months, our work suggests that the investment in the new operating model over the period could be fully offset by a range of efficiencies. Although requiring upfront investment in change costs during years 1 and 2 the new operating model has the potential to release substantial cash releasing and non-cash releasing efficiency opportunities for Sport Wales and the wider Public Sector. The principal costs of change associated with this investment decision are:

- a) The costs to Sport Wales of managing the internal change and external transition including additional capacity and capability related resources;**
- b) The costs associated with securing and establishing a new organisation to fulfil this new strategic role including any associated parallel running and transition costs; and**
- c) The costs associated with any restructuring of the current delivery workforce.**

It is envisaged that the costs associated with a) and b) will be fully covered by Sport Wales. The responsibilities for any delivery workforce

restructuring costs are likely to fall (under the current grant terms and conditions) to individual employing Councils.

The Steering Group sought to test and seek assurances that Councils would not be faced with unexpected and substantial liabilities resulting from any future restructuring. Having looked at the current workforce profiling and likely changes, the Steering Group were reassured that the costs were thought to be relatively low and the impact could be largely offset through the transitional period and by having regards to a well-designed workforce handling plan. Moreover, it noted Sport Wales commitment to jointly support Councils with any workforce restructuring costs currently funded by a Sport Wales grant associated with this change initiative.

The Steering Group noted that under the new proposals it was envisaged that there would be a significant (in excess of 25%) shift in expenditure away from staffing costs and into front-line activities, services, programmes and initiatives.

Indicative estimates of the potential impact of the new approach are reflected in the following table:

|                                    | Estimate |        |
|------------------------------------|----------|--------|
|                                    | Current  | 17/18  |
| Staffing                           | £1.54M   | £1.14M |
| Programme budget                   | £0.64M   | £0.98M |
| Lottery (indirect delivery budget) | £0.53M   | £0.90M |
| Total                              | £2.71M   | £3.03M |

A young girl with blonde hair tied back is climbing a rope structure in a forest. She is wearing a blue t-shirt and a brown climbing harness. She is smiling and looking towards the camera. The background is a dense forest with green foliage. The entire image is overlaid with a semi-transparent green filter.

# 10. Implementation and Delivery Governance

# 10.1 - Implementation Approach

The Steering Group noted that Sport Wales was keen to ensure that there was a smooth “managed transition” to the new operating model and that this would take time to become fully establishing and embedded across the region. To that end it was agreed that there should be a period of operational planning, mobilisation and transition before the new arrangements are up and running. That lead-in period should it was thought, allow any new strategic body 6-9 months to undertake detailed stakeholder engagement, develop a community sport and activity blueprint, 3-5 year investment strategy and target operating model. A key part of this would include conducting an Equality Impact Assessment to understand and

mitigate against adverse impact with respect to those who share a protected characteristic.

In addition to minimising unplanned disruption to existing services, the Steering Group were keen to ensure that any impact upon the workforce was carefully handled. It seemed likely that the major impact would be upon those managing the programmes in each authority and to some delivery staff. That said, the numbers involved were likely to be relatively small. The high-level handling plan developed to manage the people aspects of this programme of change set out a range of mitigation measures that would help ensure that any changes were sensitively handled. They included:

**Consultation and engagement with Employers, Employees, Welsh Local Government Association and Trade Unions at the earliest appropriate opportunity;**

**The introduction of a moratorium on staff recruitment from October 2016;**

**A workforce development plan to support the training of existing staff. This development plan will support staff to gain a clearer understanding of the key investment outcomes and how best to align their work programmes to these outcomes.**

## 10.2 - Governance

The Steering Group considered effective governance was an essential part of change. It reviewed the governance arrangements at two levels; how Sport Wales plan to govern the transition to the new operating model; and secondly, the necessary internal governance requirements needed for an organisation to fulfil the strategic role.

Sport Wales have commissioned experts through a partnership with the Sport and Recreation Alliance to support the ongoing development of effective governance of the Strategic Body and its Board. This support will be available throughout the mobilisation and transition period and during the operational running through to 2019 in the first instance.

### Project Governance

**Sport Wales proposes running a transformation programme delivering a series of tranches of new operating environment capability - starting with early adopters in 2017 and eventually rolling out the new operating model across all of Wales. It will follow public sector best practice and adopt Managing Successful Programmes (MSP) as its preferred methodology - establishing a dedicated transformation programme board and team to oversee and expedite the changes through a managed transition.**

### Strategic Body Governance

**It is essential that the Strategic Body is a fit and proper organisation and is capable of fulfilling the duties expected of it in a highly effective manner. It must have the trust and respect of all stakeholders in the region and be able to fulfil the following functions; strategic investment coordination, insight, research, and commissioning across the region.**

**It will need to evidence it has the right hard governance arrangements in place (for example, policies, procedures, financial management) and equally important, the soft governance arrangements (for example, values, behaviours and leadership).**

**With regards to compliance, it would need to sign-up and comply with the expectations contained within the Governance and Leadership Framework for Wales (GLFW), or already have in place a well-developed, recognised and robust alternative Governance Framework. Any alternative Governance Frameworks would need to evidence there is a strong emphasis on behaviours and leadership as contained in the GLFW.**

**A Sport North Wales Board would be established that can expertly and passionately represent the interests of sport and activity across the region. The Board's remit would be to ensure the outcomes are being achieved and that the strategic body was effectively delivering on behalf of Sport Wales and all stakeholders within the region. The proposed governance arrangements are described below;**

## Proposed Governance Arrangements

### SNW Board

Effective Governance - GLFW  
High Profile Chair  
Diverse and skills based Board Member:-

- Sport Wales
- Private
- Voluntary
- Public (LAs; Health; HE/FE)
- Community voice
- Young people voice

### Strategic Body



Leadership role - "can do" culture  
Strategy development / insight  
Partnerships / collaboration  
Leverage investment  
Commission innovation delivery

### Local Delivery (mixed economy of delivery partners)

A skills based, diverse Board would be established utilising experts from the public, private and third sectors and would include representation from local government. In addition, provision would be made to ensure there is a citizen voice on the Board,

including a nominated Young Ambassador. This will ensure the Board composition adequately reflects the community served by the organisation and the diversity of society.



A photograph of three people (two adults and one child) in a blue inflatable raft on a river. The image is covered with a semi-transparent green filter. The text '11. Conclusions and Recommendations' is overlaid in white. The raft is blue with a white interior. The people are wearing life jackets and helmets. The background shows a river and trees.

## 11. Conclusions and Recommendations

# 11.1 - Conclusions

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Encouragingly, each of the six Council delivery partners across this region has made steady progress in helping get more young people “hooked on sport” for life. However, despite some examples of really excellent best practice, we acknowledge that our individual performance has been highly variable, some sections of our communities have proved difficult to reach and delivery in welsh continues to be lower than what we aspire to achieve. Between 40% and 60% of young people are still not hooked on sport and many of these are going to be harder to reach. **WE are going to need to climb higher to reach them!** The region also has a high level of broader latent demand, with over 250,000 citizens seeking more opportunities to be physically active.

Sport Wales’ targeted investment is crucial but is anticipated to be reduced (by potentially 20% by 2020) and this will mean we will have to change what we currently do because our ability to even sustain the current delivery levels (let alone exceed them) will be severely tested. Our shared view is that

the status quo is no longer an option and that if we are to address these challenges and continue to make progress - **change is needed!**

**The Well-being of Future Generations (Wales) Act 2015** provides us with an exciting opportunity to redesign the operating model to ensure that we have the best possible community sport system for the benefit of all our communities. In seeking to test whether the proposed new operating model should be progressed we have applied the key messages offered by the **Auditor General for Wales** on how public sector reform should be progressed. We are confident that the approach set out in the attached case for Sport North Wales responds directly to each of these reforming principles.



This Steering Group is of the view that, going forwards, decisions about how, when and where Sport Wales investment is made into community sport must be evidence based, citizen-driven and be aligned to the goals set out in the Well-being of Future Generations Act. Crucially, **when we choose** to look at community sport and physical activity holistically, the true extent of its potential beneficial impact (*upon economic prosperity, health and wellbeing, community cohesion, and cultural identity and diversity*) is fully revealed. Similarly, **when we choose** to move away from isolated parochial thinking, in favour of joint exploration (*through a shared desire to climb higher to reach new heights*) new opportunities for harnessing and maximising the impact of physical activity through sport across all these well-being indicators become visible.

As a Group, we sought to answer whether the early adopter should be limited to just a strategic investment coordination, insight, research, and commissioning remit or whether it should extend beyond this to include some elements of delivery such as taking responsibility for establishing a more flexible, agile and responsive “single integrated delivery team”. Both options have the potential to drive forward positive change and potentially further develop over time. Acknowledging the desire of Sport Wales to offer the opportunity to fulfil the SNW function to other potential organisations and to seek a range of innovative proposals

for how this might work, the Group could understand that to try to limit the scope before organisations have had the chance to come forward with proposals didn’t make sense. Moreover, we were reassured by the planned transitional arrangements which would involve up to 12 months of detailed planning and transition to any new operating model and by the fact that whoever was appointed to fulfil this new role would consult and engage with existing partners in developing both the blueprint and the transitional arrangements to deliver it.

As we have undertaken our work we have kept the potential impact upon our delivery staff at the forefront of our thinking and despite the fact that changes will be needed to the workforce, we have been encouraged by the passion (expressed through the Focus Group) **for** change, **for** innovation, and **for** new initiatives/solutions to be explored. The creation of a single delivery workforce across the region (achieved either through the way SNW would commission in the future or by fulfilling that employer/leadership role itself), not only offers an opportunity for efficiencies but also the chance to standardise disparate employment conditions and to unite the workforce, enhance levels of empowerment and raise delivery standards.



This Steering Group is persuaded that the case for change is compelling and that; (despite the very real challenges associated with creating a strategic body to coordinate Sport Wales regional investment) the opportunity it poses outweighs any risks or short-term inconvenience. Carrying on as we currently are, is no longer a viable option, and SNW affords us an opportunity to: build upon our successes; respond proactively to the very real pressures we face; marshal our disparate resources in the pursuance of shared aspirations and goals; and... crucially, we feel, provide us all collectively with an opportunity to tackle the massive latent demand by shaping new opportunities for our communities to become more active through sport.

Using our iconic Mount Snowdon as a metaphor, each of our embedded Sport Wales funded teams has started the ascent. Each team is taking its own route, heading upwards and making progress BUT none of them can see the summit. Looking up ahead, it is the next stage of the climb that is the steepest and most demanding. The message from the Sport North Wales Steering Group is a simple one – we can try to go on solo and some of us might get close or, we can choose to work as a team, to help, support, and encourage all of us to reach the summit. Given the choice between CLIMB HARD ALONE and CLIMB EASY TOGETHER we choose that this resource should work together and to climb as high as it can! That is why we support the exciting opportunity Sport North Wales represents.

## 11.2 - Recommendations

The Steering Group recommends that the Sport Wales Board and the North Wales CEO's Group endorse the:

- a) *fundamental principles underpinning the case for change;***
- b) *SNW business case;***
- c) *next stage of SW planned activity aimed at inviting organisations to come forward with proposals for establishing an early adopter - Sport North Wales.***



# Appendix A

## Sport North Wales Steering Group

### Background

In January 2016, the Chief Executives of the 6 North Wales local authorities considered a report from Sport Wales on the merits of establishing a new regional delivery model – Sport North Wales. Whilst supportive of the principles, the Chief Executives wished to review a business case for North Wales before committing any further.

Sport Wales, in consultation with the sport sector has developed a national (pan-Wales) business case, supported by Deloitte (London) and Dew Cadre Change Associates. There is now an opportunity to utilise this information to develop a North Wales specific business case and a Steering Group will be established to oversee its development.

### Purpose

To develop a North Wales business case to establish Sport North Wales.

### Responsibilities

To develop a North Wales business case to establish Sport North Wales

- 1) Agree the scope of North Wales business case and the areas to be reviewed, adopting a 5 case methodology.**
- 2) Establish a project plan for the North Wales business case development through to September 2016.**
- 3) Determine governance arrangements and preferred operating model for Sport North Wales.**
- 4) Make recommendations to the Chief Executives of the 6 North Wales local authorities and to Sport Wales on the preferred model of delivery for Sport North Wales.**

## Membership

The Steering Group is made up of representatives from Sport Wales, Local Authorities and the voluntary sport sector in North Wales, as follows,

### Name

### Representing

|                                     |                                        |
|-------------------------------------|----------------------------------------|
| Ian Bancroft                        | Chief Officer                          |
| Jane Foulkes                        | Sport Wales                            |
| Jamie Groves (Steering Group Chair) | LA Director                            |
| Marianne Jackson                    | LA Head of Service                     |
| Ian Jones                           | LA Leisure Services Manager            |
| Deborah King                        | Voluntary sport sector & Member of SRG |
| Graham Williams                     | Sport Wales                            |

A scrutiny function will be established to peer review the work of the group and support the development of the business case. This will be jointly performed by the Chief Executive of Denbighshire Council who will act as the link to the Chief Executives Group and Gwynedd Council Head of Service with representation from Anglesey or Wrexham Leisure Services.

The administration of the Steering Group will be performed by Sport Wales. Sport Wales will appoint and pay for consultancy support for this work.

## Consultation

The Steering Group will be responsible for ensuring all 6 local authorities are given the opportunity to input and comment on any draft and final proposals before they are considered by Chief Executives Group and Sport Wales.

## Reporting Arrangements

Final reports and recommendations will be made to the Chief Executives Group and Sport Wales.

## Meetings

Members agree to actively participate in the Steering Group and attend all scheduled meetings. A schedule of meeting will be agreed at the first meeting, based on the indicative work plan.

| Indicative work plan                                                                                                                                                                                           | Date                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| <b>Sport Wales to complete national business case</b>                                                                                                                                                          | March 2016                               |
| <b>Establish a Steering Group<br/>(Agree Terms of Reference; Scrutiny Role, Project Plan and timelines / meeting dates)</b>                                                                                    | April 2016                               |
| <b>Develop a North Wales business case</b>                                                                                                                                                                     | April – Sept 2016<br>(pre-first meeting) |
| 1. Appoint consultancy support to develop business case                                                                                                                                                        |                                          |
| 2. Facilitated one day workshop to:                                                                                                                                                                            |                                          |
| • Review Sport Wales National Business Case: review the 5 cases (strategic, economic, financial, commercial and management cases) and determine scope of work required to complete a North Wales business case | April 2016                               |
| • Establish the priorities and role for the 6 local authorities' funded community sports development services through to 2020                                                                                  |                                          |
| 3. Consultant to set out work plan based on assessment of point 2 above                                                                                                                                        | July 2016                                |
| 4. Facilitated one day workshop to review and update first draft of the business case (5 cases) for North Wales                                                                                                | July - August 2016                       |
| 5. Scrutiny of work undertaken to date                                                                                                                                                                         | August - September 2016                  |
| 6. Final draft business case scrutinised                                                                                                                                                                       | September 2016                           |
| 7. Steering Group sign off of North Wales business plan                                                                                                                                                        | September 2016                           |
| 8. LA Chief Executives briefings                                                                                                                                                                               | October 2016                             |
| <b>9. North Wales business case decision by Sport Wales and the Chief Executives of the 6 North Wales local authorities</b>                                                                                    | October 2016                             |

# Appendix B

## Funding Arrangements

The funding allocation is as follows:

| Local Authority | 5x60     | Reduction from 15/16 | Dragon Sport | Reduction from 15/16 | Admin Community Chest | Free Swimming Core | Additional Funding | Regional PL Plan | Total      |
|-----------------|----------|----------------------|--------------|----------------------|-----------------------|--------------------|--------------------|------------------|------------|
| North           | -        | -                    | -            | -                    |                       |                    |                    |                  | £2,141,516 |
| Anglesey        | £108,162 | £5,175               | £37,677      | £3,594               | £1,875                | £58,500            | £20,000            | -                | £226,214   |
| Conwy           | £165,916 | £7,928               | £51,306      | £4,895               | £2,187                | £91,800            | £49,000            | -                | £360,209   |
| Denbighshire    | £144,024 | £6,891               | £43,201      | £4,121               | £2,187                | £92,700            | £15,000            | -                | £297,112   |
| Flintshire      | £237,137 | £11,345              | £45,614      | £4,351               | £2,812                | £121,500           | £19,750            | -                | £426,812   |
| Gwynedd         | £242,931 | £11,623              | £65,762      | £6,274               | £2,812                | £87,600            | £26,000            | £30,000          | £455,106   |
| Wrexham         | £187,174 | £8,955               | £47,577      | £4,539               | £2,812                | £133,500           | £5,000             | -                | £376,063   |

In addition Councils also receive funding from Sport Wales for local projects through the Community Chest initiative:

| Local Authority | Core    | TI      | Total    |
|-----------------|---------|---------|----------|
| NORTH           |         |         | £461,538 |
| Anglesey        | £51,300 | £10,000 | £61,300  |
| Conwy           | £59,900 | £18,719 | £78,619  |
| Denbighshire    | £59,900 | £18,719 | £78,619  |
| Flintshire      | £77,000 | -       | £77,000  |
| Gwynydd         | £77,000 | £10,000 | £87,000  |
| Wrexham         | £67,000 | £12,000 | £79,000  |

**The total Sport Wales investment in North Wales is as follows:**

| Local Authority |                   |
|-----------------|-------------------|
| <b>NORTH</b>    | <b>£2,603,054</b> |
| Anglesey        | £287,514          |
| Conwy           | £438,828          |
| Denbighshire    | £375,731          |
| Flintshire      | £503,812          |
| Gwynydd         | £542,106          |
| Wrexham         | £455,063          |



# Appendix C

## Appendix C - Envisioning The Future



It is 2020 and **Sport North Wales (SNW)** is part of a new, **world leading** community sport system in Wales that is getting **every child hooked on sport for life**. It has truly **established its identity and position** in North Wales and others in the community sport landscape can see the value it brings. It has been the **catalyst** that has **enhanced local delivery** – it has taken the **very best** aspects of the **previous system** and made them **the norm everywhere**. SNW has become the **glue that binds all partners together** in the region making sure all **opportunities** to grow local delivery are **fully exploited** and there is **no duplication of effort or confusion over roles and responsibilities**.

The **managed transition** from the old to the new community sport system was carefully and sensitively project managed in consultation with existing delivery partners – minimising disruption and stimulating a “collaborative working” culture. The changes made were necessary to help manage the **significant challenges** of massively reducing budgets and increased service demands.

By **planning well in advance** and avoiding in-year knee jerk reactions to falling budgets, SNW established a core leadership and delivery team whilst **protecting funding** that previously went in to support local activities. These changes across Wales have created cash releasing **savings of £1million per annum** and this has been used to offset reductions in budgets and to create more local delivery opportunities. They also offered a range of additional non cash efficiency opportunities for our partners.

The Sport Wales Regional Team has changed beyond all recognition. They are no longer a “regional team” but have become a **“regional and national resource” of experts** providing high quality support services, advice and insight with the aim to **set sport up for success**.

SNW has **intervened** to pro-actively breakdown silo thinking and parochialism and **drive cross-sector collaboration** with a range of partners. Through a far more commercial outcome-driven approach, and using its insight and own funding to encourage innovation, it has attracted additional funding from across all three sectors, enabling a range of **new initiatives** to happen, that would otherwise never have seen the light of day. It has enabled an even greater tailored and targeted response to the needs of users across the region. Including supporting new start-up ventures; new and additional after school activities; promoting, developing and nurturing more volunteers and ambassadors.



All of this has been possible through **unified inspirational leadership** – a high calibre team **fully dedicated** to getting everyone in North Wales active. The leadership team wake up every day with this **singular goal** – no other distractions, no **mission creep!!!**

The leadership team in SNW have brought together the previous **delivery plans** from 6 local authority partners (and in excess of 10 sports) into **one powerful, coherent strategic plan**. They have adopted effective **business approaches** to their work – using high quality **insight** to understand the **barriers and enablers** to being active; deploying quality services that meet customer needs and actively working with the voluntary sport sector to ensure the right opportunities exist locally. They have also applied the international insight from **national surveys, successful programmes and interventions** from across the World to help shape what is delivered locally, and how it is delivered. Crucially, they have targeted the massive latent demand that existed across the region (217,000 adults and 30,000 young people) who wanted more opportunities to take part in sport and physical activity.

The leadership team in SNW has created a highly engaged and effective **unified delivery team**. The changes have created a **synergy** and the delivery team now see themselves “as one” and

can call upon each other’s skills, experiences and support. Their roles are no longer **defined and limited by geographical boundaries or specific programmes** – but by a **single purpose** and they have been **empowered** by this new way of working.

There is a very **clear and simple message** that runs through the entire delivery workforce – focus on the **3 outcomes** (hooked, equalities, sport pathway) – build **sustainable community opportunities** that make it **easy to do regular weekly activity**. Whilst the message is simple – the innovative approaches developed by the workforce are truly inspiring.

Everyone in community sport in North Wales knows “what has to be achieved” and they are **supported and empowered** to use their **imagination and innovation** to work out the “how” for their local community. At the fore front of their thinking is their customer – the participant – and a desire to make sure the opportunities provided **meet their needs**. Customers are part of the **service design and their feedback** is crucial to help shape and develop the opportunities on offer.



# Appendix D

## Customer Journeys | Delivery Staff Perspective

### Describe the role of a Community Sport Officer in 2020

I am a Community Sport Officer and I work for Sport North Wales as part of a regional team of development staff.

In North Wales we have a clear vision for sport - By 2026 we want at least 75% of young people to take part (and enjoy) extra-curricular sport at least 3 times a week, and we are making fantastic progress towards achieving (or even exceeding) this - 2019 SSS data shows that 64% of young people are now "hooked on sport". Our latest data also shows that overall we are proactively tackling inequalities and closing the gap in terms of those who do and who don't take part in sport and we are committed to progressing this further. Our focus is to provide lots of great opportunities for people to play sport, and to ensure that these truly meet our customer's (the participant) needs.

To achieve this requires a committed workforce that is flexible and responds to the different needs and reasons why people want to play sport and that's why I'm employed! My role is to help develop a wide range of sustainable community opportunities that make it easy for people to take part in regular weekly activity. I help to promote sport and to inspire people to get (and stay) involved at whatever level and in whichever setting they choose.

Everyone working in community sport in North Wales knows what has to be achieved and instead of a "one size fits all" approach with fixed programmes and KPIs, we are now supported and empowered to use our imagination and innovation to work "how" this is best delivered within our local communities.

### So how does this compare to your role in the past?

There are still similarities and some of us were already doing some of this, but I believe that instead of there being pockets of great delivery, this is now the "norm" across the region and even where things were working well before, we have now made them even better :-

### School Club Links

Prior to the establishment of Sport North Wales I worked for a Local Authority as part of the Active Young People team. I was based in a Secondary School and developed activities for the school and its feeder primary schools with some links to local community activities. Fast forward to now and across all schools in North Wales you will see a comprehensive, inclusive and more varied extra-curricular programme in place which meets the needs of all pupils. Provision is focused on achieving confident and motivated children and young people participating in a range of physical activities.

These programmes are actively managed and delivered by Young Ambassadors and the wider school workforce with additional support from parents, and local club coaches etc. Provision is truly “participant- led” and our targets and KPI s reflect this.

My role now focuses on the strengthening the connection between the school and the local community to make these opportunities sustainable outside of the school setting. The key principles haven’t changed significantly as it is still about local opportunities, but the actual offer has, i.e. it’s about an activity in the right place/at the right time/within right environment. It’s also about ensuring the right approach to delivery, and this is where we engage the support of our community physical literacy tutors and resources.

So the exciting part is that I now have the autonomy to develop a plan that responds to local need, working in a more flexible way and focusing on building capacity within my community and budgets are aligned to support this “demand led” approach. Sometimes this means working with new partners and "commissioning" opportunities through others to meet local needs e.g. welsh language/BME provision.

It is also my role to ensure that there is a volunteer / leadership pathway and support network in place locally so anybody will feel welcome in volunteering within sport.

## Data, evidence and insight

When Sport North Wales was established, some independent research helped us to see where we needed to refocus our efforts but also reassured us that we should keep doing more of the things that worked! On a regional level this has ensured that latent/unmet demand for activities such as OAA, welsh language specific or within rurally deprived communities are identified and developed. On a local level the information shapes my work programme priorities together with any local evidence and insight I can gather e.g. school councils, local forums etc. This ensures I am encouraged to focus on the right things and not the easy things!

## Partnerships

The partnerships between Sport North Wales and the National Governing Bodies (NGBs) is much stronger. The NGB’s National plan reflects the needs of the region and using evidence and insight, we agree a plan to grow the sport and we work together to provide focussed support to achieve this. I am clear on my role and how this links to the next step opportunity supported via the NGB. This is now really easy and I’m confident that there is a seamless transition to community activity where it is required. This is also the case in terms of my role in supporting other National Organisations e.g. Urdd, Street games, Girl Guide Cymru to provide opportunities within the region.



## So what is different?

### Upskilling and training

As well as specific skills (and passion!) this role requires the right approach and behaviours, and Sport North Wales has provided me with a training and development programme with tools and resources to support me in this, including leadership training, communication, and equality and diversity awareness. The flexibility within the role itself also ensures a better use of our individual skills to achieve greater results and I now have a Personal Development Plan which focuses on my personal goals and skills.

Within our roles we are also really encouraged to be innovative and outcome focused – we are passionate about sport and want to make a difference so it's really motivating to feel empowered in this way. It's ok to take risks and there is a great “high challenge high support” culture within our team which is very inspiring. There are also lots of opportunities to get involved in some exciting regional projects which is great CPD.

### One Regional Team

Being part of a “Unified” regional team with a clear focus means that we are not restricted in any way by geographical boundaries or specific programmes and therefore as a workforce we are more agile and easily able to work collaboratively. We also provide a

strong voice in influencing strategic level planning. Our regional plan is still focused on responding to local need and creating more opportunities but we all support each other, share and learn from best practice and are able to signpost participants to a much wider bank of opportunities.

### 3 Key Outcomes

There is a very clear and simple message that runs through the entire delivery workforce –to focus on the 3 key outcomes (hooked on sport, equalities, sporting pathway) and everything we do is driven by this. As part of our monitoring and review we continually challenge each other (both as a regional team and individually) to ensure that making an impact on these outcomes drives delivery.

### Proactive use of lottery investment

Sport North Wales has a strategic plan to proactively invest lottery funding (Community Chest). My role is to use this as a local development budget to support local voluntary groups and organisations and work with new and existing partners to develop local activities linked to the 3 outcomes. This has been hugely successful and has provided a fantastic resource to complement our overall programme budget which is also allocated according to need and demand.

