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Y Dirprwy Weinidog Diwylliant, Chwaraeon a Thwristiaeth  
Deputy Minister for Culture, Sport and Tourism



Llywodraeth Cymru  
Welsh Government

Eich cyf/Your ref  
Ein cyf/Our ref SF/KS/  
Professor Laura McAllister  
Chair Sport Wales  
Sophia Gardens  
Cardiff  
CF11 9SW

24 March 2016

*Dear Laura,*

#### **SPORT WALES REMIT LETTER 2016-17**

I am writing to set out the Welsh Government's remit for Sport Wales in 2016-17.

I would first like to take the opportunity to express my thanks to the Board and officers of Sport Wales for their efforts and achievements during the past year, and to you personally for leading the organisation through that period.

The priorities for the coming year are set in the context of a difficult financial situation across Government and in that context I know you have worked with my officials to prioritise your programme of work through the development of your Business Plan for 2016-17. As you are aware, the plan should be based on the results based accountability principles. Each outcome should be aligned with the sustainable development principle (five ways of working) and the seven goals of the Wellbeing of Future Generations (Wales) Act 2015 ('the Act') and be supported by relevant activity, indicators and measures. In line with recent recommendations in the Internal Audit report, the key outcomes and performance indicators will be used to measure your performance in achieving the priorities set out in this Remit Letter.

In addition, the Plan should articulate very clearly how you will ensure that everything you do, all that you facilitate or influence, and the organizations you fund will have a beneficial impact on people living their lives in Wales in the future.

The Act seeks to improve the social, economic, environmental and cultural well-being of Wales. It is a key piece of legislation for the Welsh Government and requires the public bodies listed in the Act to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The Act includes a well-being duty which requires the Sports Council and other bodies subject to the duties in the Act to set well-being objectives which maximise their contribution to achieving the goals and to take all reasonable steps to achieve those objectives

The Act also sets out the sustainable development principle, which says that public bodies must act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their needs. To help us put that into practice, the Act describes five ways of working that we must adopt. These are:

- Long term – ensuring we balance the need to address short term needs with the ability to meet long term needs
- Prevention – taking actions that prevent problems occurring or getting worse, rather than just dealing with the consequences of problems
- Integration – acting so that we help other bodies achieve the goals in the Act and avoid doing things that might get in the way of them doing that
- Collaboration – working with others within our organisation and / or externally to help achieve the goals
- Involvement – ensuring that we involve people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the people we serve

As one of the public bodies subject to the duties in the Act, I expect the Sports Council to adopt a progressive and forward-thinking approach in the articulation and delivery of your programmes of activity. In your Operational Plan for 2016/17 you must:

- a) set and publish objectives (“well-being objectives”) that are designed to maximise your contribution to meeting the well-being goals
- b) take all reasonable steps, in exercising your functions, to meet those objectives
- c) apply the sustainable development principle and the ways of working to everything that you do

I will expect your implementation of the Act and how you are working with others towards the goals to be a focus in regular sponsorship discussions.

Confirmation of your grant-in-aid for the year is at **Annex A**. Following the Assembly election in May 2016, a new strategic agenda may emerge and your plans might need to be amended to reflect any significant budget changes and/or changes in policy direction. In the meantime, in utilising the funding and developing your Business Plan for 2016-17, I would like you to include the following areas of priority.

***Using an evidence based approach to deliver a diverse offer to meet the needs of hard to reach groups.***

It is clear from the results of the Active Adults Survey 2014 that providing a diverse offer of physical activity opportunities to complement traditional sporting opportunities is necessary to ensure we are engaging all adults. I would like to see in your Business Plan for 2016-17 how you intend to respond to the survey results and in particular, how you will work with partners to offer further opportunities in activities that are in high demand.

While the overall picture was positive, the results of the **School Sport Survey 2015** and the **Active Adults Survey 2014** both highlighted the need for further action to reduce the gender difference and to address the gap in participation for those who are disabled, who live in less affluent areas or in poverty and BME individuals and communities.

It's important we continue to prioritise our investments to allow all young people and adults, now and in the future, to benefit both physically and mentally from frequent participation and involvement in sport. Similarly, investments you make should proactively address both the equalities and tackling poverty agendas.

The new unified survey will begin in 2016-17 and will allow for much richer analysis across topics. In developing your strategy for Research and Evaluation I would like your Insights team to work closely with Sports Policy officials to explore the potential for using your existing data and the data from the unified survey to support the development of evidence based policy and to inform your partner investment strategy. I would also like to see evidence that you and your partners are using the survey results to influence strategic and operational decisions and investments.

### ***Governance and Leadership***

You have reinforced your commitment to improved governance and leadership by supporting the sector in developing the Governance and Leadership Framework for Wales. I look to Sport Wales to continue to lead and support the sector in this important area and to set the standard in terms of an exemplar organisation that applies all the principles of good governance in all its policies, activities and behaviours.

In your quest to become a high performing organisation, the views of the sector, your investment partners and your staff are crucial to building on Sport Wales' reputation. As part of the Performance Framework you are developing in partnership with Sports Policy officials, I would like to see how you are measuring the performance of Sport Wales as an organisation which includes the views and perceptions of your stakeholders and partners.

Accountability and Transparency is a major feature of the Wellbeing of Future Generations (Wales) Act 2015 and one of the 7 principles of the Governance and Leadership Framework for Wales. I am aware you have been developing, alongside your investment principles, a transparent process to measure the performance of your delivery partners. I would expect Sport Wales to make public the details of the partner investment principles and funding awards by publishing the information clearly on your website.

### ***Collaboration***

Sport makes a vital contribution to the health and wellbeing of the nation and improving the quality of life of individuals and communities. If we are to maximise that contribution, it's important Sport Wales continues to collaborate effectively with partners in the sport sector and in other sectors. I would like to see in your Business Plan how you plan to engage with these partners and what direction you plan to take on the health agenda and in supporting the Welsh Government's commitment to eradicate poverty. It would be helpful if your plan could articulate the specific role you see Sport Wales playing and how your investments will support that role.

As you are aware 2016 is the Year of Adventure and I welcome your recent collaboration with Visit Wales and Natural Resources Wales on the successful Year of Adventure conference at Plas Menai. I expect to see that collaboration continue and extend to the Year of Legends in 2017 and the Year of the Sea in 2018.

### ***Physical Activity Recommendations***

I am grateful to you for supporting the work of the Physical Activity Executive Group and the Physical Activity Programme Director. It is unlikely that group will meet again before the National Assembly election but the Programme Director will continue to develop the recommendations and some interim actions. Your involvement in that work, at official level, is important so that we maintain momentum in developing practical solutions and jointly resourced collaborations to enable Wales to be a more active, prosperous and healthier nation.

### ***Community Sport Delivery Model***

The decision on the business case for any changes to the delivery of community sport will be a matter for the new Government. In the meantime, I am content for you to continue to



engage with the wider sector to articulate and discuss the cost/benefit analysis you have done in preparing the case.

### ***School Sport Programme***

I am aware Dragon Sport and 5x60, as two strands of Sport Wales' School Sport Programme, have been reviewed at some point in the past and might have evolved as a consequence. However, given the work you have undertaken on a new Community Sport delivery model and the shift in policy on the National Curriculum, I would like to know how the programme will respond to the results of the School Sport Survey, how it might be shaped differently to complement the curriculum and to have a sustained impact on community sport.

### ***Sports Facilities***

I am pleased with the work you have led developing the Facilities for Future Generations Blueprint and in working with the 3G Collaboration Group and my officials to inform and challenge proposals for infrastructure investments with a sporting element. I trust you will continue to adopt a proactive leadership role to implement the recommendations of the Blueprint and to support the better planning and management of sports facilities across Wales, including the appropriate and effective transfer of community sports facilities and community access to school facilities.

### ***Sustained Success in Sport***

The new Elite Sport Strategy has established the strategic objectives in terms of medal targets for the next two Olympic and Paralympic Games, for Welsh representation on the UK World Class programmes and I am aware the Elite team will during the course of the year, will complete a medal analysis for the 2018 Commonwealth Games. The new Elite Sport Strategy also talks about the importance of identifying and nurturing Wales' best young talent to produce the levels of success we have seen in recent years, well into the future. I agree wholeheartedly with Sport Wales' aspiration that no talented young person should go unsupported. I would like to see further detail of your plans to ensure as much of our talent as possible is captured, directed and developed and that any social, economic or geographical barriers are being considered and addressed. This should take into consideration the findings of the independent evaluation of Gemau Cymru and its future. In that context, I would like Sport Wales to present to the Welsh Government by the end of August 2016, their plans and a proposal that will enable the most talented athletes in Wales to be identified and nurtured to deliver International success.

### ***Income from other sources***

The Welsh Government continues to encourage its sponsored bodies and their partners to seek out additional sources of funding to supplement grant in aid and your income from the National lottery. I welcome your approach to being more commercial and the development of a commercial strategy for sport. I would like to receive a report on how this is progressing in September 2016.

*Yours ever,  
Ken*

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Deputy Minister for Culture, Sport and Tourism

**GRANT IN AID FUNDING**

The Welsh Government will provide Sport Wales with Grant in Aid funding of £22,437m for 2016-17. The budget is set out in detail below and includes continued provision for delivering the Programme for Government Free Swimming commitment.

**Grant in Aid Budget Allocation**

	<b>Plans 2016-17 (£000s)</b>
<b>Revenue (near cash)</b>	
Running Costs	1,327
Free Swimming	3,750
Current Expenditure	19,936
Current Receipts	-3,700
<b>Total Revenue (near cash)</b>	<b>21,313</b>
<b>Capital</b>	
Capital Expenditure	345
<b>Total capital</b>	<b>345</b>
<b>Non-Cash</b>	
Depreciation	779
<b>Total non cash</b>	<b>779</b>

The total grant-in-aid represents the maximum provision and is resource based. I expect Sport Wales to adhere to these budget line figures as far as possible and to report any projected changes as soon as possible through the quarterly monitoring meetings. Payment of grant-in-aid continues to be on condition of compliance with the contents of the Framework Document.

I would encourage you to discuss an early draft of your Business Plan for 2016-17 with the Sports Policy Branch as soon as possible to ensure final approval and sign off. Sport Wales' performance will be measured by its progress against the strategic priorities within this Remit Letter, and the agreed outcomes, activities, indicators and measures in its business plan.

The arrangements for monitoring Sport Wales' performance and progress will continue in the form of regular meetings at official level and our meetings. I would like you to provide a report on your performance in 2015-16 in advance of our summer meeting and a report on your 2016-17 half year performance in advance of our autumn meeting.

