

Dawn Bowden AS/MS
Dirprwy Weinidog y Celfyddydau a Chwaraeon, a'r Prif Chwip
Deputy Minister for Arts and Sport, and Chief Whip



Llywodraeth Cymru
Welsh Government

Lawrence Conway
Chair – Sport Wales
Sophia Gardens
Cardiff
CF11 9SW

22 December 2021

Dear Lawrence,

Term of Government Remit Letter for Sport Wales

I would like to convey my thanks to Sport Wales for the important work it has undertaken in responding to the Covid-19 pandemic. The sponsored bodies in my portfolio have shown leadership, adaptability and resilience during challenging circumstances. We must now move to ensure Welsh Government investment supports the recovery of our sectors, our people and of Wales as a whole. Despite the very severe challenges it has presented, there is an opportunity for us to seek the positive learning from Covid-19 and to build on the increased awareness of the importance of sport to people's physical and mental health and wellbeing.

Our Programme for Government outlines the Welsh Government's priorities and its commitments to the people of Wales. Sport is of vital importance to both our economy and to our national life. Our published commitments include promoting equal access to sport, supporting young and talented athletes and grassroots clubs, investing in our world-class sporting facilities and in new facilities, such as 3G pitches. I look forward to receiving your valuable support and expertise in taking these commitments forward.

In return for the grant in aid funding the Welsh Government provides, I ask Sport Wales to consider how it can deliver its objectives in a way that is consistent with the values of the Welsh Government.

Our shared goals should be:

- Decarbonisation;
- Addressing all inequality and achieving an anti-racist Wales;
- Improving access and participation for all;
- Promoting health and well-being;
- Creating opportunities for young people; and
- Projecting a powerful and positive image of Wales to the world.

At Annex A, I have outlined the areas where I feel Sport Wales can contribute to delivering the Programme for Government. The current strategic context for the work of the Welsh Government's sponsored bodies is captured at Annex B.

Partnership working is important in achieving our aim of widening access, participation and engagement. I am convinced that the sponsored bodies within my portfolio could achieve so much more by working collaboratively, and I encourage you to work together as leaders to maximise your impact.

In addition to the key deliverables listed in Annex A, I expect Sport Wales to:

- Work with all partners to make the best strategic use of “A Place for Sport” and other capital funding to support the Welsh Government’s ambitions in this area around investment in new and world-class sporting facilities, including the Sport Wales National Centres & Institute;
- Ensure the Sport Wales Investment Model is informed by up-to-date insight, so that it remains accurate and fit for purpose; and
- Maximize the opportunities of a digital offer by reviewing the digital infrastructure and capabilities of Sport Wales and its funded partners, identifying opportunities to improve the offer for current and potential users.

I would like to remind you of your legal duty under the Children and Families (Wales) Measure 2010. Under Part 1, the Measure requires you to publish child poverty objectives as part of a strategy for contributing to the eradication of child poverty in Wales. I would like you to think about those actions which support the well-being of children and young people living in poverty. I encourage you to consider opportunities to discharge your legal obligations under the duty within your existing organisational processes, including those used to discharge other legislative requirements.

In line with the Framework Document, which underpins the relationship between Sport Wales and the Welsh Government, you should now move to review your Business Plan, demonstrating how you will deliver against the areas outlined in this letter.

The need for Sport Wales to act independently on a day-to-day basis is clear, and it is my intention that our relationship will continue to be based on mutual trust and respect, and on open and honest communication.

There is much to do, but I am convinced that my portfolio can make a positive and lasting difference to people’s lives. I look forward to working with you to achieve this.

Yours sincerely,



Dawn Bowden AS/MS
Deputy Minister for Arts and Sport, and Chief Whip

cc Brian Davies, Acting Chief Executive, Sport Wales

ANNEX A: Key Deliverables

For each of these key deliverables my officials will work with you to determine, and agree appropriate performance indicators in advance of the financial year 2022-23. These performance indicators should be reported quarterly, as part of the regular monitoring arrangements, and throughout the duration of this term of Government.

1. Provide effective, high quality and sustainable healthcare

Our Programme for Government emphasises improving mental health provision and has a focus on prevention, supporting people to live healthy lives, tackling stigma in mental health, and introducing an all-Wales framework to roll out social prescribing as a means of tackling isolation.

I would like Sport Wales to:

- Implement ways of supporting good mental health across the organisation and the sector, ensuring that there is no stigma attached to mental health issues;
- Ensure that the workforce is appropriately trained to support those suffering from mental health issues;
- Continue to engage with the development of the proposed all-Wales framework for social prescribing, and, specifically, work to identify areas where Sport Wales could support social prescribing to tackle isolation and support well-being;
- Work alongside Welsh Government officials, Public Health Wales and Natural Resources Wales to develop a national physical activity framework that supports the preventative health, active travel, active education settings and active workplaces agendas, and creates opportunities and habits for physical activity to drive the nation's mental and physical well-being;
- Develop a behaviour change campaign, underpinned by primary research and community engagement, to better understand how to support specific groups to become more physically active and enjoy the benefits of sport.

2. Protect, re-build and develop our services for vulnerable people

The focus of the Programme for Government in this area relates to integrated care services, and supporting vulnerable citizens, including children, young people and families who face the greatest challenges. I believe our sponsored bodies should help the people of Wales to live meaningful lives, and must consider how they can improve their support to those people in vulnerable and / or disadvantaged groups.

I would like Sport Wales to:

- Ensure that the broadest range of vulnerable groups can engage with sport and physical activity in Wales and are not excluded from participation. This should include identifying and delivering specific opportunities that enable people in vulnerable or disadvantaged groups and those in under-represented communities to benefit from sport and physical activity;

- Consider the opportunities currently offered to looked after children and care leavers, and how these could be improved;
- Be pro-active about ensuring that the organisation is supporting the Welsh Government's commitment to being an age-friendly nation;
- Review your current support for D/deaf communities and for those living with other disabilities, including hidden disabilities, and work towards a continued enhancement of these services.

3. Build an economy based on the principles of fair work, sustainability and the industries and services of the future

Aligning with strengthening our Economic Contract, our Programme for Government seeks to ensure a renewed focus on young people via the Young Person's Guarantee. Social partnership, sustainable jobs, disabled people's employment champions, and supporting local supply chains are key components of this commitment.

I would like Sport Wales to:

- Provide a new or improved range of options to support the young people of Wales into work – these could include apprenticeships, training, work experience and mentoring programmes and should be aligned with the Young Person's Guarantee;
- Use the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Work towards a minimum 30% target for working from home, based on a blended approach which is fair and equitable;
- Develop and strengthen your existing procurement processes to help support local supply chains;
- Build and strengthen local, regional, national and international partnerships for the benefit of Sport Wales, the Welsh economy and the people of Wales.

4. Build a stronger, greener economy as we make maximum progress towards decarbonisation

Our Programme for Government has an emphasis on sustainable growth, and on new digital, economic and transport infrastructures that can help re-energise our communities.

I would like Sport Wales to:

- Support the Welsh Government's commitment to achieving a zero-carbon economy by working to become carbon neutral by 2030;
- Support the Welsh Government's target of 45% of journeys being undertaken by sustainable modes by 2040;
- Prioritise a review of your current digital and communications infrastructure following the recent acceleration of digital activity during Covid-19. You should identify and address areas of weakness, look for examples of best practice within your organisation and by other organisations, and seek to build on the successes of 2020/21.

5. Embed our response to the climate and nature emergency in everything we do

The Welsh Government is focused on a green transformation as part of our ambition to address the climate emergency.

I would like Sport Wales to:

- Focus on waste reduction across the whole of the organisation and work to achieve zero waste targets and abolishing the use of more commonly littered, single-use plastics;
- Procure low-carbon products;
- Establish green champions in the work place;
- Ensure biodiversity impact is given due consideration as part of decision-making;
- Work with bodies such as WRAP Cymru and the Carbon Trust to support the sport sector in finding solutions to the climate and nature emergency.

6. Continue our long-term programme of education reform, and ensure educational inequalities narrow and standards rise

The Welsh Government will work with children and young people, their families and the education workforce to ensure the best outcomes for learners, particularly those who are most vulnerable.

I would like Sport Wales to:

- Implement and evaluate the Active Education Pathfinder Pilot Programme, and consider how it could be embedded to support the delivery of new curriculum and children's health and well-being alongside specific support for the teaching profession in implementing the new curriculum, and wider consideration of how a reform of the school day and school year may impact on the services and opportunities the sport sector provides;
- Develop future focused skills and employability programmes, encouraging young people into the sector;
- Establish apprenticeships and volunteering opportunities to support and develop the next generation workforce.

7. Celebrate diversity and move to eliminate inequality in all of its forms

We must work together to achieve positive change, recognising our common humanity whilst celebrating diversity and difference.

I would like Sport Wales to:

- Prioritise diversity, inclusion and equality throughout the sector to ensure we understand and overcome barriers to participation;
- Further develop your network of Regional Sports Partnerships to positively respond to local inequalities and promote sport and activity for all;

- Consider how the governance of the organisation supports the principles of ['Reflecting Wales in Running Wales'](#) and move to urgently address any areas which require action – this must include improving diversity in the workforce and at Board level;
- Implement the goals of the Race Equality Action Plan, considering how Sport Wales will directly contribute to delivering an anti-racist Wales;
- Implement the goals of the LGBTQ+ Action Plan;
- Address any remaining pay gaps based on gender, sexual orientation, ethnicity, disability, and other forms of discrimination which may exist in your organisation, and urgently address any ongoing pay disparities;
- Ensure that the histories and cultures of our Black, Asian and Minority Ethnic communities are properly represented by Sport Wales and its delivery partners;
- Continue to strengthen your partnerships with voluntary organisations across the range of your responsibilities;
- Continue to support, fund and work with organisations that bring the views and life experiences of under-represented groups impacted by your work into your decision making;
- Work with the new network of Disabled People's Employment Champions to help close the gap between disabled people and the rest of the working population;
- Develop equality and diversity champions encompassing all protected characteristics;
- Improve Sport Wales' engagement with under-represented communities.

8. Push forward towards a million Welsh speakers, and enable our tourism, sports and arts industries to thrive

The Welsh Government's arts, culture and sports sponsored bodies are key partners in widening access to our heritage, harnessing creativity, and developing the sporting ability of the people of Wales. The Programme for Government commits to ensuring that you have the support you need to maintain your proper place on the world stage, and your role in projecting Wales to the world is just as important. You are also key partners in supporting our commitment to achieving a million Welsh speakers by 2050.

I would like Sport Wales to:

- Respond to the Cymraeg 2050 strategy by continuing to increase the number of Welsh speakers, the use of the Welsh language, and by creating favourable conditions in which the Welsh language can thrive;
- Continue to develop as a fully bilingual organisation as set out in the Welsh Language Standards (No. 2) Regulations 2016, including working in partnership with the National Centre for Learning Welsh to ensure that all staff have the opportunity and support to learn and use Welsh in the workplace;
- Use the regional partnership approach to drive the development of Welsh medium sport offers;
- Encourage National Governing Bodies and other funding recipients to consider the needs of Welsh speakers when planning and delivering services;

- Consider how it can support the aims of the Welsh Government’s ‘Welcome to Wales – Priorities for the visitor economy 2020-2025’ strategy in a sporting context.
- Deliver a new, sustainable long term operating model for Plas Menai that maximises its contribution to tourism and wider social and economic impact of north Wales;
- Provide support and advice to the Welsh Government and others in support of the UK’s bid to host the 2030 FIFA World Cup.

9. Make our cities, towns and villages even better places in which to live and work

Our Programme for Government commits to supporting our partners in local government, and, in relation to my portfolio responsibilities, it highlights how the Welsh Government wants to ensure that communities can thrive as centres of social exchange, leisure, sport and culture.

I would like Sport Wales to:

- Work with local communities, groups, and individuals to share good practice, develop skills, and to establish new and strong networks across Wales;
- Work more closely with the Welsh Government to support the legacy impact of major events;
- Continue to provide advice and guidance as appropriate on 21st Century Schools business cases and Community Facilities Programme applications.

10. Lead Wales in a national civic conversation about our constitutional future, and give our country the strongest possible presence on the world stage

The Programme for Government highlights the importance of Wales’ global relationships, of celebrating different cultures and embracing internationalism.

Sport Wales has an important role to play in projecting Wales to the world.

I would like Sport Wales to:

- Develop international partnerships that bring benefit to Wales, enhance the international profile of Wales, and maximise opportunities to showcase Wales to the world;
- Consider what actions it could take to respond to the British Council’s report “Towards a Welsh Sports Diplomacy Strategy”;
- Work with National Governing Bodies and other key stakeholders to maximise the opportunities for Wales on the world stage presented by the 2022 Commonwealth Games in Birmingham.

ANNEX B: The Strategic Context

Other Strategic Priorities, Objectives and Commitments

In addition to the deliverables in Annex A, the work of Sport Wales could also play an important part in contributing to and delivering other Welsh Government policy priorities during this term of government.

The Well-being of Future Generations (Wales) Act 2015 continues to be an important driver for our well-being priorities and our shared goals in Wales. The well-being objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this term of Government.

A Greener Wales

We are committed to addressing the climate and nature emergency. The Welsh Government has set out its commitment to achieving net zero emissions by 2050 and has published its All Wales Net Zero plan: [Working Together to Reach Net Zero](#) (2021-2025). Our ambition is that the public sector will be carbon neutral by 2030, leading the way in delivering a Net Zero Wales. To support this work we have published the [Public Sector Net Zero Reporting Guide](#) and the Public Sector Route-map will provide a clear framework for how the sector will achieve net zero by 2030.

As well as reducing emissions we also need to build resilience to the impacts of climate change to ensure we can continue to deliver our key public services. The Climate Change Committee published its third Climate Change Risk Assessment for the UK, which highlights a range of risks and opportunities for the environment, communities and businesses resulting from a changing climate. The Welsh Public Sector must demonstrate it has understood and taken account of the risks and opportunities in delivering its services.

In March 2021, the Welsh Government published '[Beyond Recycling – a strategy to make the circular economy in Wales a reality](#)', which outlines our goals to become zero waste by 2050 and for making resource efficiency part of Welsh culture. Moving to a circular economy is essential to the delivery of key environmental actions, and I will want to see Sport Wales responding to the headline actions of this strategy.

A Fairer Wales

The Programme for Government shows how we intend to maximise fairness for all and eliminate inequality at every level of society. It looks at how we will address the systemic causes of inequality in all its forms.

During this term of Government we will publish a new Race Equality Action Plan (REAP) for Wales, and an action plan for advancing LGBTQ+ equality in Wales. These action plans should be read alongside our Strategic Equality Plan, Gender Equality Plan and Framework for Action on Disability. They are designed to achieve sustained change in the short, medium and long term, and our sponsored bodies must demonstrate a clear and pro-active response to achieving the goals set out in these plans.

We have already undertaken an audit of the Welsh Government's services for the D/deaf community and the Programme for Government also commits to taking action to support disabled people. There is still much to do to enable them to engage with sports and physical activity and this must be a priority.

We are committed to reaching out to and engaging with Wales' vulnerable groups, ensuring Wales is an age-friendly nation, and that poverty, social disadvantage, ill health and disability should not be a barrier for those who want to participate in sport and physical activity. The Welsh Government's sponsored bodies should keep their work with these groups under constant review and should be exemplars of good practice in widening access and tackling social exclusion, with Sport Wales taking clear responsibility for ensuring that vulnerable groups can engage appropriately with sport in Wales.

A Healthier Wales

The Welsh Government believes that culture, the arts and sport offer a means of improving the health and wellbeing of a nation. Participation must therefore continue to be an area of focus. I would like to see the sponsored bodies in my portfolio engaging with new and diverse stakeholders, working with under-represented audiences and communities, and actively expressing the link between your work and the health and wellbeing of the people of Wales.

Other strategies and existing legislation

The Wellbeing of Future Generations (Wales) Act 2015 continues to be an important driver for our wellbeing priorities and shared goals in Wales. The wellbeing objectives set out in the Programme for Government exist to support and enhance the delivery of these goals over this new term of government.

Our **Economic Action Plan** is based on the principle of public investment with a social purpose. Central to the Plan is the Economic Contract that requires those receiving investment from the Welsh Government to demonstrate inclusive growth, fair work, promotion of health (with a special emphasis on mental health), skills and learning in the workplace, and progress in reducing carbon footprint.

Our commitment to fair work and sustainability and the industries and services of the future includes delivering the young person's guarantee and a promise of creating 125,000 all age apprenticeships. I expect you to seek opportunities to contribute to the Young Person's Guarantee and our goal of delivering 125,000 apprenticeships throughout the term of government.

Our Programme for Government commits to strengthening this Economic Contract and we will continue to monitor your progress in delivering against the pillars of this plan.

I believe our sporting and cultural sponsored bodies have a significant role to play in raising Wales' international profile, in sharing our nation's individual and collective successes and histories with the world.

The Welsh Government's International Strategy outlines three priority ambitions, our existing partnerships and our priority international relationships. I would ask you to work closely with the Welsh Government's International Relations Team during this term of Government to both lead and contribute to campaigns, programmes and projects which help Wales stand out on the world stage.

Part of this work should include your response to the British Council's report "Towards a Welsh Sports Diplomacy Strategy". Working with the Welsh diaspora and with targeted international partners for mutual economic, cultural and social benefit should be reflected in your strategic and operational plans.

Sport Wales is an important partner in terms of Welsh tourism. Growing the sporting tourism offer continues to be a priority and 'Welcome to Wales – Priorities for the visitor economy 2020-2025' should be reflected in your business planning, and I urge you to create and maintain strong links with the Welsh Government's tourism development team in furthering this area of work.

The Welsh language

The [Cymraeg 2050 strategy](#) continues to be an area of focus in our efforts to achieve the wellbeing goal of a thriving Welsh language, and of reaching a million Welsh speakers by 2050. I expect the Welsh language to be thoroughly embedded in all that you do, celebrating bilingualism and enabling the people of Wales to use the language as part of their everyday lives. The results of the 2021 Census will be known during this term of Government, and we will update the Cymraeg 2050 work programme for the strategy, but the three main themes will remain – increasing the number of Welsh speakers, increasing the use of the Welsh language, and creating favourable conditions in which the Welsh language can thrive.

Cultural strategy

During this term of Government we will create and publish a new cultural strategy for Wales which will define our cultural priorities for the years ahead. As key partners, I would like to see the sponsored bodies in my portfolio participating in the development of the new strategy and, once published, the strategy should underpin much of your long-term planning and operational activity.

A new Wales Infrastructure Investment Strategy will also be developed during this term of Government, linking decisions on capital investment with the delivery of key strategic outcomes. It is our expectation that capital grant recipients will provide quantitative evidence demonstrating how the investment is helping to deliver those outcomes.

Digital Strategy for Wales

The Digital Strategy seeks to achieve a real digital transformation of public services and provides an opportunity to support the ways of working described in the Well-being of Future Generations (Wales) Act. I would like you to ensure that as far as

possible, all your services are available online and that people will choose to use these services because they are well-designed and easy to use. Please identify opportunities to work with partners in the sport sector on digital initiatives to promote engagement with sport and to promote learning, education and enjoyment.