



North Wales (SNW) Business Case

Draft V6

October 2020



Business Case to formally establish Sport North Wales (SNW)

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SNW partners would like to thank DWF and Strategic Leisure Limited (SLL) for their support on developing this business case

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1. Introduction

Introduction

‘To empower our communities in North Wales to be more active, leading healthier and happier lives’

- 1.1 The Sport North Wales (SNW) Vision has been developed through the collaborative partnership which comprises SNW, as a response to the health inequalities and physical activity challenges identified in North Wales. This Vision articulates SNW’s response to the new approach to delivery of community sport and activity set out by Sport Wales.
- 1.2 Sport Wales has committed to a new approach to the delivery of community sport and activity, representing a move from the current programme-led approach to one that is driven by insight and learning, addressing the needs of the communities it serves. It also aligns to the Wellbeing of Future Generations Act and the Sector led Vision for Sport in Wales, and the new Equality Policy.
- 1.3 Regional collaboration with partners below has enabled SNW thinking to crystallise; SNW now embraces a holistic approach to community sport and activity which will benefit a wider cross section of societal impacts including economic prosperity, health and well-being, equalities, community cohesion, cultural identity and diversity. These same benefits have also been developed into ‘people centred’ population outcomes. SNW’s approach is people-centric, meaning resources will be focussed where there is greatest need in relation to health and well-being, equalities and the tackling poverty agenda.

Context

- 1.4 The Welsh Government ‘Well Being of Future Generations (Wales) Act 2015’ (<https://futuregenerations.wales/about-us/future-generations-act/>) sets out a direction of travel for Wales and its communities in terms of health and well-being and is the key influencing policy for Sport Wales and its partners.
- 1.5 The context behind the formation of SNW is the national Vision for Sport in Wales which seeks to transform Wales into an Active Nation (<https://visionforsport.wales/>) and also the Sport Wales Strategy which envisages a Wales where everyone is Active (<https://www.sport.wales/sport-wales-strategy/>). This is the starting point for the Sport Wales Partner Investment Strategy, and the rationale for SNW.
- 1.6 The need for a regionally-focussed and agile delivery model supported by a broad partnership is driven by the recognition of several key statistics which need to be addressed.
- 1.7 These are:
 - **Poverty is the biggest determinant for inactivity in North Wales (53% of pupils in North Wales do not take part in 3 or more activities per week)**
 - **North Wales has one of the highest levels of childhood obesity in Wales at 29.5% (Wales has the highest levels in the UK)**

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- **Almost a third of expectant women are obese (26%)**
- **Time allocated to Physical Education has decreased across the region**
- **Regional variation in adult activity rates exist (Conwy 60%, Gwynedd 46%)**
- **51% of adults take part in less than one activity a week**
- **There appears to be low levels of enjoyment in sport, low confidence levels, but high demand to do more (96%)**
- **Evidence suggests that within the region there are areas of significantly low activity, high obesity and high poverty**

Source: Getting Wales Moving; School Sport Survey 2018; Exploring the barriers: why don't people move more ; National Survey for Wales 2017-18; Child Measurement Programme for Wales (2013-2018); Acting today for an active tomorrow; North Wales Social Care and Well-being Services Collaborative; Maternal Obesity; Welsh Health Survey; Physical Activity of Children and Young People, Representation of participation from those within specific communities.

1.8 Tackling these health and wellbeing inequalities is the shared priority of the SNW partnership.

Confirmation of the SNW Partners and their commitment for change

1.9 The core SNW Partners are:

Name of Organisation	
Anglesey County Council	Flintshire County Council
Betsi Cadwaldr University Health Board	Gwynedd Council
Bangor University	GwE
Conwy County Borough Council	Public Health Wales
Denbighshire County Council	Regional Housing Associations (6 housing associations represented via one person)
Disability Sport Wales	Social Sector Representative
Glyndwr University	Wrexham CBC

1.10 The partnership organisations listed are co-terminus, covering the whole population of North Wales, delivering a diverse range of services to 724,826 people currently living in North Wales (mid-year estimates 2016, StatsWales).

1.11 All of the organisations listed are either committed by statute to delivering the Well-Being of Future Generations Act (WBoFGA) or have a part to play in achieving these goals and are committed to working towards the seven goals. The organisations involved are already delivering services which permeate across all of the seven goals. This will be of significant benefit to SNW in that the experience and knowledge within the partnership will be an asset to the strategic outcome of Sport North Wales' contribution to the WBoFGA.

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- 1.12 Given the Vision of SNW, and its collaborative approach, there is massive potential for even greater connectivity and engagement across the regional landscape with the wider traditional and non-traditional partners who could add value/support, and/or deliver alongside SNW. This includes the potential for commercial partnerships, which may enable diversification of income streams for the Regional Sport Partnership.
- 1.13 All organisations are committed to making a difference to participation in sport and reducing inequalities in North Wales.
- 1.14 Work is ongoing to gather insight on SNW Board partner organisations who deliver their programmes and other strategic organisations with whom it may be beneficial for SNW to have future engagement. This will include those with a specific expertise around each of the protected characteristics.
- 1.15 **The shared commitment of SNW is to significantly improve the health and well-being of all people in North Wales.**

The progress of SNW to date

- 1.16 In responding to the new vision for regional working, SNW has been through a number of important developmental stages since the summer of 2018. In summary it has:
- i)** Obtained formal Local Authority permission to proceed with an Expression of Interest and subsequent Business Case.
 - ii)** Established the representative group and identified a project management lead and brief and recruited to strategic vacancies where expertise is required.
 - iii)** Facilitated discussion with key representative partners and Sport Wales to debate the key critical issues, review outcomes required, consolidation of partners involved, develop some fresh thinking around the solutions for the Region and to make the maximum impact on the delivery outcomes.
 - iv)** Undertaken an Options Appraisal of the governance models best suited e.g. Management Agreement with lead organisation, Cooperative structure from Legal and Technical advice together with the governance documents / memo and articles of associations.
 - v)** Developed consensus of the type of leadership needed for SNW and the governance framework for the commissioning function and process awarding and monitoring i.e. a host authority
 - vi)** Developed insight piece to identify key regional issues aligned to the outcomes and identify the delivery partners / projects who are able to provide the solutions and innovation.
 - vii)** On an ongoing basis, SNW will realise the greater ambition of the remit of the organisation to impact, influence, advocate and leverage additional funding into its remit to make a greater impact to all strategic and delivery outcomes

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Long terms Aims of SNW

‘To empower our communities in North Wales to be more active, leading healthier and happier lives.’

1.17 The Vision for SNW has been developed through our new and exciting collaborative partnership. This is made up of a number of well-established organisations who operate across the region – organisations that share a collective ambition to work together and to make a significant change and impact which will benefit the people of North Wales.

1.18 Our collaborative approach reflects the fact that no one organisation can achieve this ambition on its own and it is vital that we work in partnership with communities and other public sector organisations, private sector and third sector to make the improvements happen.

1.19 The **Sport North Wales** Vision responds to the ambition for North Wales:

‘Getting Everyone in North Wales Active, for life’

- **Everyone can fulfil their own potential**
- **Everyone has the opportunity to be active through sport and physical activity**
- **People in North Wales lead physically active lives**
- **People have the skills, confidence, and motivation to be active through sport**

1.20 The Sport North Wales Vision speaks to the **Vision for Sport** in Wales:

‘An Active Nation Where Everyone Can have Lifelong Enjoyment of Sport’

- **Work, invest, learn and succeed together**
- **Create experiences that are welcoming, fun and safe**
- **Develop opportunities that are local, visible and inspiring**
- **Ensure sport is accessible, inclusive and affordable, leaving no one behind**
- **Innovate, take risks and be bold**

1.21 The Sport North Wales Vision and the Vision for Sport respond to the requirements of the **Well Being of Future Generations (Wales) Act 2015** and the **5 Ways of Working**, and it also responds to the **SW Strategy**.



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1.22 SNW has undertaken an internal assessment of the SNW Vision against the **Well Being of Future Generations (Wales) Act 2015** and **Sport Wales Strategy priorities and outcomes**. It is recognised that an Equality Impact assessment of the SNW Business Case will also be needed.



1.23 The SNW partnership is innovative in its approach, reach and Vision. It harnesses the collective power and reach of the region with a single vision and shared purpose, supported by programme management (shared research/evaluation/insight) realising significant economy of scale. In terms of delivery, SNW will optimise its public sector strengths whilst seeking to exploit its commercial potential.

1.24 After 5 years it is envisaged that SNW will be firmly established as an effective and robust regional body. It will be held and recognised as providing clear leadership, insight and overview to effectively encourage and support innovation and challenge to those delivering across the region. SNW will add value and drive change in community commissioning and delivery by working closer with and within those communities. As a result of SNW's work there will be evidence of real change and benefits to all communities across North Wales through a common output and outcome measurement system that has language that is useful across all partners and an insight and evidence base that is robust and provides clear evidence of impact, change and value for money. The learning from this will be key in terms of future delivery.

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2. Transition Plan

2.1 This section of the Business Case focusses on how SNW is going to manage the transition process from the existing way of working to the new approach.

Managing the Transition Process - Overview

2.2 The existing delivery system in North Wales is based around a series of prescribed physical activity programmes; every programme is delivered in each local authority, albeit each works with different partners. The new way of working will be clearly informed by, and based on, local needs and priorities. To this end, SNW has already begun working collaboratively to identify and share the key insight and evidence relevant to the region.

2.3 SNW intend to make a clear step change during the Transition Phase; their approach will be to:

- **Make evidenced based decisions**
- **Provide accessible, sufficient, and appropriate local opportunities, with a focus on young people from deprived communities**
- **Work with cross-sector partners to improve health and wellbeing**
- **Develop skilled, diverse and connected people**
- **Leverage additional resources for sustainability**
- **Have excellent governance and leadership**
- **Develop a performance management framework based on relevant learning and evidence.**

2.4 SNW will focus on:

- **Giving everyone the skills, confidence and motivation to enable them to have a positive start to being active for life, with a focus on young people - Start Active**
- **Growing participation opportunities for those who are less active - Being Active**
- **Growing and sustaining participation for those who are already active - Staying Active**
- **Re-engaging people back into regular activity - Active Restart**

2.5 To facilitate the transition to the new way of working SNW has already done an enormous amount of thinking about its future governance structure, its staffing resources and organogram, the back office support it will need and the budget to support this. The approach to these as part of the overall transition process is set out below.

2.6 It is fundamental to SNW and for the new collaborative approach that the transition approach is both supported and bought into by all partners so that SNW, its Vision, Aims Objectives and the Outcomes from the Partnership are fully owned by all partners and stakeholders. The Transition Phase is therefore seen as being an inclusive phase, from which there will continued learning about the way forward.

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- 2.7 It was recognised early on that the transition phase and the early years of SNW will require support from a hosting organisation. This is for three main reasons:
- **It will enable SNW, through the Regional Director to focus on establishing the partnership and the outcomes to be delivered, as opposed to recruiting staff to deliver back office support**
 - **It will enable learning about SNW as a partnership to develop internal learning about the nature and extent of resources it needs internally, and which it can source externally**
 - **It will enable understanding from the outset about the budget for organisational operation as distinct from that which will be focussed on the collaborative working to deliver identified outcomes**
- 2.8 The initial hosting of SNW will be the responsibility of Conwy County Borough Council (CCBC); this was agreed through a competitive process whereby interested parties were invited to bid to be the host organisation.
- 2.9 The SNW Members agreed that CCBC will be the lead authority for the initial 5 years of the Partnership. The specific role of CCBC is to:
- **Be the lead and host authority and accountable body for the Sport North Wales Collaboration;**
 - **Be responsible for the appointment and employment of the Regional Director;**
 - **Be the lead and host authority, be allocated an agreed proportion of the Sport Wales Funding to contribute towards the Regional Director role and CCBC's role as the lead and host authority;**
 - **As the host authority of the Collaboration, be the principal contact for engagement with Sport Wales in relation to the Sport Wales Funding and adherence to the Sport Wales governance requirements on behalf of the Collaboration;**
 - **Manage the SNW Account and be responsible for the allocation of funding from the SNW Account as determined by the Governance Board;**
 - **Engage employees to roles related to the management and operation of the Collaboration;**
 - **Ensure that Partnership Board and Governance Board meetings are undertaken in accordance with the provisions for the board set out in Appendix 1**
 - **Manage the SNW Regional Director role in terms of employment Ts and Cs.**

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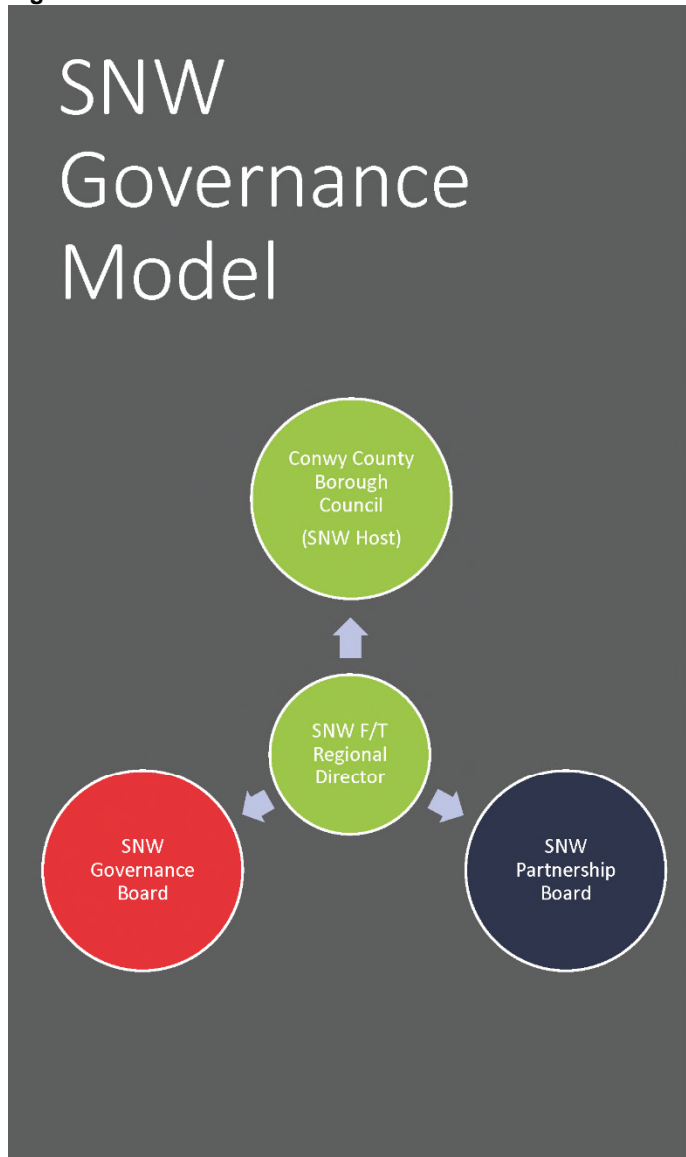
2.10 The governance of SNW sits around this hosting arrangement with CCBC.

Governance

- 2.11 SNW's new Governance structure is set out in full in Section 6 and Appendix 1. It is recognised that there will a gradual move towards this through the transition phase of the Partnership. As part of this transition phase the broader diversity makeup of both the Governance and Partnership Boards will be kept under review.
- 2.12 The SNW Members understand that good governance is a key foundation for the success of Sport North Wales and is not only the management of day-to-day operations but rather the framework of strategy, risk management controls and processes and an organisational approach to ensure the culture, values and integrity are observed by all.
- 2.13 Currently, Sport Wales provides separate funding directly to the six local authorities, which are then responsible for spending in their respective regions. However, if Sport North Wales is approved, the Collaboration will receive funding from Sport Wales (estimated at c. £1.4 million per annum) and will decide on how this money is spent across the North Wales region.
- 2.14 It is envisaged that the creation of the Collaboration will facilitate spending across a wider platform and support Sport North Wales' vision "to empower our communities in North Wales to be more active, leading healthier, happier lives" which in turn aligns with the Sport Wales strategy and ultimately contributes to the sector-wide vision of "an active nation where everyone can have a lifelong enjoyment of sport".
- 2.15 In order to support its business case for the creation of Sport North Wales, the SNW members need to present a legal and governance framework with their business case, to demonstrate that a strong structure is in place which will ensure that the SNW members have representation and a decision-making process which is effective and will support achievement of the:
- **Objectives;**
 - **the Vision; and**
 - **the Sport Wales Governance and Leadership Framework; and**
 - **the Sport Wales Capability Framework.**
- 2.16 The overall vision for the proposed Governance Structure is:

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Figure 2.1: SNW Governance Model



• **SNW Governance Board** (proposed)

(7 Members / Minimum 40% diversity)

- Conwy - Chair/Decision Making
- Anglesey - Decision Making
- Denbighshire - Decision Making
- Flintshire - Decision Making
- Gwynedd - Decision Making
- Wrexham - Decision Making
- Ind' Chair (Partnership Board) - Non Decision Making
- Sport Wales - Observer Status
- SNW Regional Director - Reporting / Non Decision Making

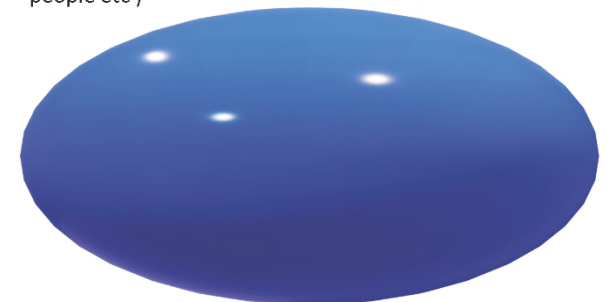


• **SNW Partnership Board** (proposed)

(8-12 Members / Minimum 40% diversity)

- Ind' Chair (*Recruited)
- 2 x Local Authorities (SNW Appointed)
- 1 x Health Rep (SNW Appointed)
- 1 x Education (SNW Appointed)
- 1 x Housing (SNW Appointed)
- 1 x Equalities (Appointed/ *Recruited)
- Up to 5 x Ind' Board Members (* Recruited)
- Sport Wales (Observer)
- SNW Regional Director (Reporting)

(* Recruited based on required skill set: Chair, equalities, commercial, marketing, PR, legal, project management, performance management, young people etc)



2.17 Figure 2.1 illustrates that the envisaged governance structure comprises two boards.

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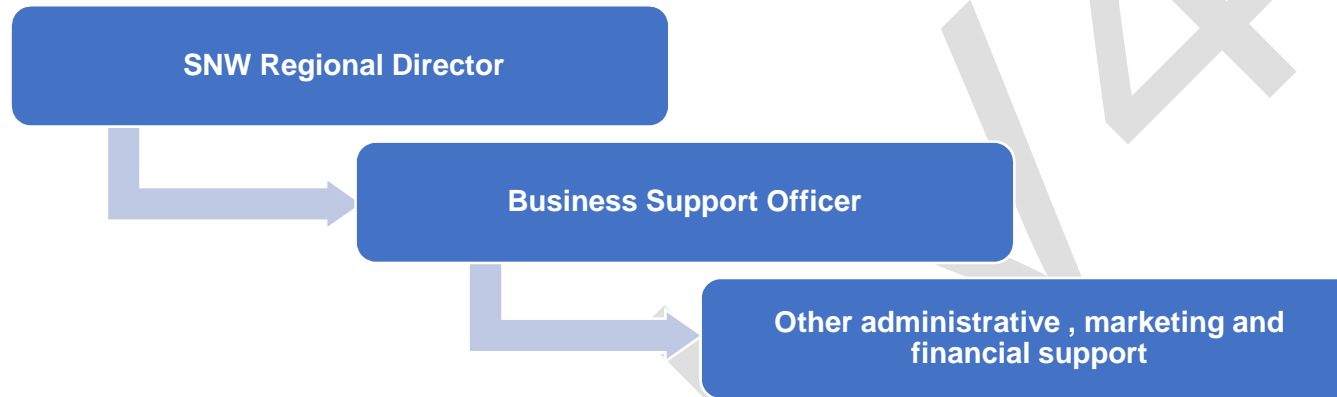
- 2.18 **The SNW Partnership Board reflects the wider collaborative nature of SNW, its regional partners, its connectivity and the agendas on which it will deliver to achieve the outcomes which constitute the rationale for SNW.** The Partnership Board is the heart of SNW with the key strategic, collaborative, connecting and influencing role. The Partnership Board will explore, discuss, agree and set the direction of travel in response to the key physical activity priorities for North Wales communities, based on SNW evidence and learning. This Board has representation from the wider SNW partners, but also includes cross sector representation, as well as independent Board members. Its role is to provide the 'soft' governance, to influence and direct funding priorities, as well as sign off funding applications (up to a value of £50k). The aim of this approach is to significantly widen the input to SNW and enable it as an organisation to draw on expertise from sectors other than physical activity and sport. This will result from the collaborative approach at both regional and local level. This approach also reflects the aim of SNW to be innovative, draw on wider expertise and to be diverse in its approach and thinking. It may also lead to greater capacity to leverage additional resources for sustainability. The SNW Partnership Board will comprise wider SNW partners reflecting cross sector representation, Independent Board Members and representatives of the SNW Governance Board, plus the SNW Regional Director. The SNW Regional Director will report to the SNW Partnership Board.
- 2.19 Appendix 3 sets out the level of experience, plus core competencies expected from the independent Board members who will sit on the Partnership Board. Draft Job descriptions for Independent Board Members are also included in Appendix 3. Sector representatives are anticipated to be able to represent their overall sector, not a specific body within the sector.
- 2.20 **The SNW Governance Board reflects the requirements of Section 2 of the Local Government Act 2000 and Section 111 of the Local Government Act 1972 Act. This Board's role is to fulfil the hard governance requirements of SNW, its role and remit.** The SNW Governance Board will comprise the public body partners of SNW and an Independent chair, plus the SNW Regional Director. The Independent Chair of the SNW Partnership Board will also have a seat on the SNW Governance Board.

Staff Structure

- 2.21 Sport in Wales is undergoing an unprecedented shift in culture with a Vision capable of inspiring the delivery of bigger, better outcomes for sport. For this reason, SNW will need strong and vibrant leadership. The SNW Regional Director will have the skills and passion to play a lead role in community sport in Wales to 'Create an Active Nation where everyone can have a lifelong enjoyment of sport' and deliver on the ambition for Sport North Wales 'to empower our communities in North Wales to be more active, leading healthier and happier lives'. This role is crucial for driving through the ambition of SNW and delivery of the SNW Business Case.

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2.22 In recognition of the need for this new approach, new partnerships and fresh thinking to achieve these ambitious goals the SNW lead and staff will use insight and learning more effectively to meet the future needs of society, capitalising on technology to enable SNW to plan and deliver in a different way. In the transition phase the following staff structure is envisaged:



2.23 The SNW Regional Director will be employed by the Host Authority i.e. Conwy but will work directly with the Sport North Wales Partnership Board (see Appendix 4).

2.24 Initially there will be one part-time Business Support Officer working to the SNW Regional Director. The SNW staff will be supported by administrative resources through an SLA with CCBC. As SNW develops as an organisation, and the partnership's collaborative approach becomes embedded in the region, it is anticipated that this initial staffing structure may change, and potentially extend. As this happens SLA arrangements with CCBC will also change, to reflect operational requirements.

Budgets

2.25 SNW is clear that the indicative total 5 year funding for Sport North Wales from 2021-22 to 2025-26 is as follows

Table 2.1:

	Sport North Wales	Description
WG Exchequer	£4,540,307	A resource to give every young person a great start through providing person centred activities. (This currently funds community sport and is used to employ staff - AYP budget).

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	Sport North Wales	Description
Free Swim Investment	£1,617,750	Hypothecated funding to deliver the requirements of the Free Swimming Initiative
Lottery – local grant scheme_	£4,608,937	Lottery budget: A commissioning budget to support local development opportunities with delivery aligned to the Vision for Sport in Wales. (This includes current Community Chest and an allocation of Development Grant budgets)
Innovation Fund	£2,187,500	Lottery Budget: A commissioning budget to develop new collaborative & innovative opportunities aligned to the Vision for Sport whilst delivering local / regional priorities. This resource is to be used as a tool to leverage match funding.
Strategic Operating Support	£575,000	To support the strategic function of the partnership through leadership, developing insight and support to operational running.
Total over 5 years	£13,529,494	

- 2.26 SNW has developed its own budget (See Appendix 2) on the basis that all funding apart from that identified under the Lottery and Innovation Funds, will be paid directly to SNW, via CCBC. The Lottery and Innovation Funds will be held by SW but will be available for SNW to draw against.
- 2.27 A draft budget for the initial 5 years of SNW is summarised in Appendix 2. This sets out the known income for SNW and additional funding through commercial or other sources which SNW has the ambition of raising and demonstrates the importance of additionality for SNW and that it is built into our thinking from the outset.
- 2.28 The anticipated expenditure is also detailed in Appendix 2 to illustrate the proportion of the funding required to be spent on SNW operation.
- 2.29 This budget will be the starting point for the Transition Phase of SNW but will be kept under review so it can change as the Partnership grows and develops beyond the Transition Phase.

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3. Strategic Framework and Regional Delivery Action Plan

Our Journey to develop the Strategic Framework and Regional Delivery Plan

- 3.1 Sport North Wales (SNW) Partners have developed a Strategic Outcomes Framework and Year 1 (2020/21) Delivery and Commissioning Plan for SNW.
- 3.2 The Strategic Framework builds on the thinking that was led by the Partnership Board of SNW, resulting in the drafting of a high-level vision paper for the North Wales region which was submitted to Sport Wales in July 2019. It is envisaged that this will continue to develop and expand as the wider engagement and collaboration happens, and influences the direction of SNW through the SNW Partnership Board.

Draft Vision for Sport North Wales (July 2018) 'Getting Everyone in North Wales Active for Life'

Where:

- Everyone can fulfil their own potential
- Everyone has the opportunity to be active through sport and physical activity
- People in North Wales lead physically active lives
- People have the skills, confidence, and motivation to be active through sport

- 3.3 As a consequence of developing the then emerging vision, SNW highlighted social impact across North Wales, particularly focussing on where evidence identifies a lower level of participation by certain focus groups in sport and activity e.g. women and girls, BAME communities, those living in poverty, disability, rurality etc. SNW also reference the North Wales commissioning document which sets out the ambition for North Wales:

'The key requirement for the partnership is to deliver the ambition for Community Sport in North Wales and contribute to the Vision for Sport in Wales'

- 3.4 The Partnership established a clear and agreed line of thought between the original SNW 'Business Case for Change' (2016) and the subsequent EOI submission. It also identified common areas of thinking and ambition which the Partnership could focus on and pursue:

"The partnership will aspire, through new and innovative approaches, to significantly improving the health and well-being of all the people in North Wales, using a variety of sports and physical activities as our proposed solution"

- 3.5 The SNW Collaboration Partnership Board agreed in July 2019 that the then (draft) Vision aligned with the Vision for Sport in Wales, the ambition for North Wales as laid out in the Sport Wales commissioning documents and the essence of the Well-Being of Future Generations Act (2015).

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3.6 Keen to turn the provocation and ‘mission’ into a clear Vision statement, the SNW Partnership Board discussed the basis for a (draft) Vision:

- | | |
|--|--|
| <ul style="list-style-type: none">• Creating• Through Sport and Activity• An active and healthier• North Wales• Where everyone is included / no-one is left behind | <ul style="list-style-type: none">(the action)(the vehicle)(the outcomes)(the place)(the ambition, equality, person centred) |
|--|--|

3.7 The Board also recognised the importance of the vision being tested and ‘owned and valued by those who will effectively bring it to life’.

3.8 For this reason, the Board agreed that the thirteen lead organisations who make up the SNW partnership would be invited to engage in a review of the draft vision enabling them to contribute to its creation, thereby creating a sense of ownership.

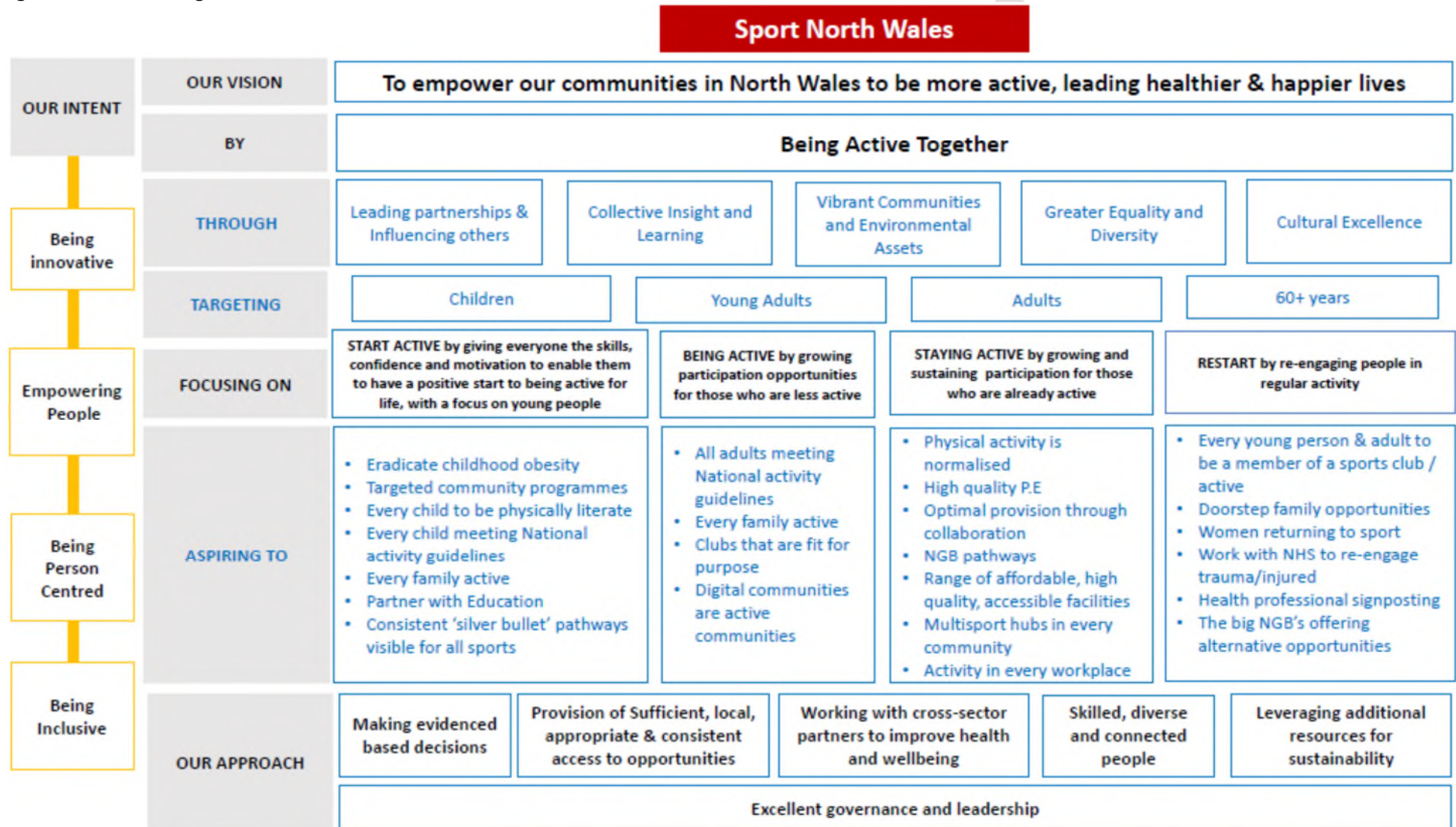
3.9 As part of this review, it is important to highlight that the SNW LAs began collectively contributing and sharing, to ensure there is collaborative and coordinated approach, towards developing one regional plan across North Wales. It is in the context of Sport North Wales as a delivery partner that Local Authorities submitted an 18-month Free Swimming Plan to SW (September 2019).

3.10 The review and challenge of the original Vision was facilitated through a series of interactive workshops for the workforce of the thirteen SNW Partnership lead organisations who were invited. These workshops also provided the opportunity to develop strategic outcomes which will be meaningful and make a difference to North Wales and set the context for the creation of a Year 1 Delivery and Commissioning Plan for SNW.

3.11 This process resulted in the strategic outcomes framework in Figure 3.1:

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Figure 3.1: SNW Strategic Outcomes Framework



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3.12 It also produced:

- **The (Refreshed) Vision for Sport North Wales**
 - To empower our communities in North Wales to be more active, leading healthier and happier lives
- **Sport North Wales' intent is to...**
 - Be Person-Centred,
 - Empower People,
 - Be Innovative and
 - Be Inclusive
- **Sport North Wales' approach will be to...**
 - Make evidenced based decisions
 - Provide accessible, sufficient, and appropriate local opportunities, with a focus on young people from deprived communities
 - Work with cross-sector partners to improve health and wellbeing
 - Develop skilled, diverse and connected people
 - Leverage additional resources for sustainability
 - Have excellent governance and leadership
- **Sport North Wales will focus on...**
 - Giving everyone the skills, confidence and motivation to enable them to have a positive start to being active for life, with a focus on young people
 - Start Active
 - Growing participation opportunities for those who are less active - Being Active
 - Growing and sustaining participation for those who are already active - Staying Active
 - Re-engaging people back into regular activity - Active Restart

Insight and Evidence collated by SNW to support the Strategic Framework

3.13 The initial insight and evidence collected by SNW, and reflected in the individual LA plans informing the Regional Plan identifies:

- 1. Poverty is the biggest determinant for inactivity in North Wales**
- 2. North Wales has one of the highest levels of childhood obesity in Wales (Wales highest UK)**
- 3. Almost a third of expectant women are obese**

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4. Time allocated to Physical Education has decreased across the region
5. Regional variation in adult activity rates exist (Conwy 60%, Gwynedd 46%)
6. Feedback from children and adults in North Wales who hold any or multiple protected characteristics identifies the following key statistics:

Participation in Sport Three or More Times a Week (School Sport Survey 2018)	Participation in Sport Three or More Times a Week (National Survey for Wales 2020)
Overall: 47.4% Male: 48.6% Female: 46.4% 'Other': 43.2%	Overall: 32.7% Male: 38.2% Female: 27.5%
No Disability or Impairment: 48.3% Disability: 44.9%	No Disability or Impairment: 38.4% Disability: 21.6%
Welsh Speaker: 52.8% Don't Speak Welsh: 35.9%	People Using Welsh Language in Everyday Life: 33.8% People Not Using Welsh Language in Everyday Life: 32.4%
FSM1 (least deprived): 53.2% FSM4 (most deprived): 37.9%	WIMD Most Deprived 20%: 22.9%
BME: 45.8%	BME: 26.2%
Participation in Extracurricular School At Least Once a Week (School Sport Survey 2018)	Participation in Community Sport Outside of School At Least Once a Week (School Sport Survey 2018)
Overall: 49.2% Male: 49.3% Female: 49.6% 'Other': 36.0%	Overall: 65.0% Male: 65.5% Female: 65.1% 'Other': 54.4%
No Disability or Impairment: 50.4% Disability: 44.9%	No Disability or Impairment: 66.4% Disability: 58.2%

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Participation in Extracurricular School At Least Once a Week (School Sport Survey 2018)	Participation in Community Sport Outside of School At Least Once a Week (School Sport Survey 2018)
Welsh Speaker: 53.7% Don't Speak Welsh: 42.8%	Welsh Speaker: 69.9% Don't Speak Welsh: 57.9%
FSM1 (least deprived): 51.7% FSM4 (most deprived): 46.8%	FSM1 (least deprived): 70.5% FSM4 (most deprived): 55.6%
BME: 46.4%	BME: 59.3%
% Who 'Always' Feel Comfortable Taking Part in PE Lessons and School Sport (School Sport Survey 2018)	% Who Think PE Lessons and School Sport Helps Them to Have a Healthy Lifestyle (School Sport Survey 2018)
Overall: 60.4% Male: 67.7% Female: 53.5% 'Other': 46.5%	Overall: 58.4% Male: 60.8% Female: 56.8% 'Other': 28.4%
No Disability or Impairment: 62.4% Disability: 48.9%	No Disability or Impairment: 59.3% Disability: 52.1%
Welsh Speaker: 63.7% Don't Speak Welsh: 55.7%	Welsh Speaker: 60.7% Don't Speak Welsh: 55.0%
FSM1 (least deprived): 61.6% FSM4 (most deprived): 59.6%	FSM1 (least deprived): 55.4% FSM4 (most deprived): 65.1%
BME: 56.3%	BME: 54.2%

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% Enjoy of PE Lessons 'A Lot' (School Sport Survey 2018)	% Enjoy of Extracurricular Sport 'A Lot' (School Sport Survey 2018)
Overall: 64.9% Male: 70.7% Female: 59.8% 'Other': 42.7%	Overall: 48.7% Male: 52.5% Female: 45.7% 'Other': 26.1%
No Disability or Impairment: 66.4% Disability: 53.4%	No Disability or Impairment: 49.9% Disability: 41.2%
Welsh Speaker: 67.6% Don't Speak Welsh: 60.8%	Welsh Speaker: 52.4% Don't Speak Welsh: 43.5%
FSM1 (least deprived): 63.0% FSM4 (most deprived): 70.3%	FSM1 (least deprived): 49.9% FSM4 (most deprived): 49.6%
BME: 59.7%	BME: 46.9%

% Enjoy of Community Sport 'A Lot' (School Sport Survey 2018)	% Feel Ideas About PE and School Sport Listened to 'Always' (School Sport Survey 2018)	% 'Very Confident' to Try New Activities (School Sport Survey 2018)
Overall: 65.1% Male: 66.5% Female: 64.0% 'Other': 61.5%	Overall: 27.5% Male: 31.6% Female: 23.7% 'Other': 19.4%	Overall: 37.0% Male: 42.5% Female: 31.5% 'Other': 37.7%
No Disability or Impairment: 66.2% Disability: 59.4%	No Disability or Impairment: 27.4% Disability: 30.2%	No Disability or Impairment: 37.3% Disability: 38.3%
Welsh Speaker: 68.8% Don't Speak Welsh: 59.7%	Welsh Speaker: 29.1% Don't Speak Welsh: 25.2%	Welsh Speaker: 40.2% Don't Speak Welsh: 32.6%
FSM1 (least deprived): 68.2% FSM4 (most deprived): 59.7%	FSM1 (least deprived): 24.9% FSM4 (most deprived): 31.6%	FSM1 (least deprived): 36.1% FSM4 (most deprived): 39.1%
BME: 59.3%	BME: 30.8%	BME: 38.5%

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- 7. There appears to be low levels of enjoyment in sport, low confidence levels, but high demand to do more**
- 8. Evidence suggests that within the region there are areas of significantly low activity, high obesity and high poverty**

3.14 Data relevant to North Wales was reviewed using the following sources:

- **Getting Wales Moving**
- **School Sport Survey 2018**
- **Exploring the barriers: why do not people move more?**
- **National Survey for Wales 2017-18**
- **Child Measurement Programme for Wales (2013-2018)**
- **Acting today for an active tomorrow**
- **North Wales Social Care and Well-being Services Collaborative**
- **Maternal Obesity**
- **Welsh Health Survey**
- **Physical Activity of Children and Young People**
- **Representation of participation from those within specific communities.**



CYDWEITHREDFA GWELLA GWASANAETHAU
GOFAL A LLESANT **GOGLEDD CYMRU**

NORTH WALES SOCIAL CARE AND WELL-BEING
SERVICES IMPROVEMENT COLLABORATIVE

SPORT NORTH WALES

- 124,000 children in North Wales
- Increasing numbers of looked after children (1000+)
- Increase in disabled children with complex needs
- Increase in children's mental health (self harm and eating disorders)
- Over 1000 young carers in North Wales

- 150,000 aged 65 and over (210,000 by 2039 – 30% total population)
- Reducing loneliness and isolation a priority

- Whole demographic – 80% population say they are in good health
- People living in deprived areas have poorer health

PROMOTE HEALTHIER LIFESTYLES AND REDUCE HEALTH INEQUALITIES

SPORT WALES – National Survey

562,000 adults (16+) in North Wales

PARTICIPATION

- 30% participate in sport x 3 per week, 51% less than once
- 53% have a demand to do more sport
- 18% living in deprived communities participate in sport x 3 per week, 68% less than once
- Those that do not participate in sport x 3 per week = 48% want to do more sport

SPORT WALES

Taking Part In
Sport
x3 a week

Cymryd rhan mewn
Chwaraeon
x3 yr wythnos

SPORT NORTH WALES

PARTICIPATION

- 47% pupils in NW participate in three or more activities per week
- FSM 1 = 53%, FSM4 = 40% (13% difference)

POVERTY

MOTIVATION

Latent demand 96% in North Wales (swimming football and cycling)

CONFIDENCE

21% would do more sport if 'they were more confident'
22% if 'they were better at sport'
20% if 'they were fitter'

PHYSICAL LITERACY

THE EXPERIENCE

65% enjoy PE; 49% enjoy extra-curricular sport
28% felt their ideas about sport and PE were 'always listened to'

OPPORTUNITY

Curricular PE – 8 minute decrease in secondary school provision



SPORT NORTH WALES

ADULTS (2016-018)

52% adults (16+) meeting physical activity guidelines
- 60% Conwy, 46% Gwynedd (14% difference)
- 56% Male, 48% Female (16% difference)

Most deprived 5th = 44%

Least deprived 5th = 61%

34% undertake less than 30 minutes per week

CHILDREN AND YOUNG PEOPLE (11-16) 2013-14

16.5% meeting physical activity guidelines

21% Boys, 11% girls

1. POVERTY

2. REGIONAL VARIATION

**3. HIGH % UNDERTAKING
NO ACTIVITY**

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3.15 The above insight and evidence informs the Regional Delivery Plan and what will be implemented in each partner LA area.

The SNW Strategic Framework and Regional Delivery Action Plan for the transition period

3.16 The Strategic Outcomes Framework contributes to the Sport North Wales Year 1 Business Case 2020/21 Transition Phase.

3.17 Following the partner engagement workshops and the creation of the Strategic Outcomes Framework, the first North Wales Regional Plan was developed. This plan was developed and informed by the submission of six individual Local Authority based plans for 2020/21, detailing local commitment and approach to implementing the emerging Sport North Wales Strategic Framework. These LA plans align to the Strategic Outcomes Framework; they highlight the use of insight, data and information that informed the individual LA plans and priorities, in line with Sport North Wales' Intent, and approaches within the Strategic Framework.

3.18 The following key principles underpin the Strategic Outcomes Framework, the Regional Plan and LA plans:

- **Partners will commit to working with Sport North Wales (SNW) on the ongoing development of a shared understanding of what collaborative regional leadership, planning and delivery will look like going forward; in considering regional collaboration it will be fundamental to ensure that this happens at all levels and in all possible directions so that priorities, the thinking about how best to address these and the sharing of learning is embedded in and around the SNW Partnership**
- **Partners recognise that future decisions will be based on collective insight and learning, building on the successful aspects of the current delivery system across North Wales, as well as meeting their local needs;**
- **2021-22 will be a transition year where all partners will need to be proactively and collectively contributing during this period, to ensure we have a truly collaborative and coordinated approach to North Wales; and**
- **Partners to continue to consider their Free Swim Plans, within the context of Sport North Wales, and will continue to commit to working with the Sport North Wales and Project Team, Sport Wales and Swim Wales.**

3.19 The Key Principles for funding North Wales LA's 2021/2022 as part of the transition phase will be:

- **LA Partners will commit to working with Sport North Wales (SNW) on the ongoing development of a shared understanding of what collaborative regional leadership, planning and delivery will look like going forward;**
- **LA Partners recognise that future decisions will be based on collective insight and learning, building on the successful aspects of the current delivery system across North Wales, as well as meeting their local needs; and**

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- **2021-22 will be a transition into a new way of working. All LA partners will need to be proactively and collectively contributing during this period, to ensure we have truly collaborative and coordinated approach to North Wales.**

3.20 In response to the challenges faced by COVID-19, partners across N Wales have sought to utilise the resource awarded for 2020/21 in as collaborative way as possible, coming together to develop proposals for the additional funding received in line with the principles of Sport Wales Sport Resilience Approach (SRA). The focus has been to work differently and prepare sport and physical activity to be able to return safely and look to innovative solutions to thrive in the future.

Final VAD

Business Case to formally establish Sport North Wales (SNW)

4. Performance Management

- 4.1 SNW's future approach to performance management is very much an emerging proposition. This is deliberate because part of our new approach, in line with SW's Accountability Framework, is about learning as we develop our new way of working and delivering, how we are best measuring the outcomes we achieve.
- 4.2 Some of this learning will be about how we best bring together 13 disparate organisations, through the collaborative partnership of SNW so that the outcomes we deliver can be measured in a way that enables everyone to identify with them, within their own organisational frameworks and priorities. We recognise at the outset of SNW that it will be challenging to develop one set of measures that covers the priorities of all our core and wider partners and stakeholders.
- 4.3 We also recognise that although the focus will be on the collection and learning from qualitative data, we will also need some quantitative, demographic and geographic data to set this in context, alongside.

How will SNW capture learning to inform future delivery

- 4.4 SNW will focus on the collection of meaningful evidence and insight to inform its future delivery approach. As set out in Section 3, SNW partners have already initiated data collection across North Wales to better understand local priorities and therefore where resources need to be targeted. Whilst this will be an ongoing process this work is already beginning to highlight key areas and issues to target.
- 4.5 As set out in Sections 5 and 6, it is envisaged that the SNW Partnership Board will set the direction for the organisation and its priorities; partners and stakeholders will then bid for resources to deliver specific activities addressing the locality priorities identified.
- 4.6 SNW intends to capture learning to inform future delivery from five main sources:
- **Reviewing existing relevant and up to date studies as referenced in Section 3**
 - **Partner Insight and on the ground knowledge**
 - **Ongoing collection of feedback from those engaged in the activities and initiatives delivered by SNW; this could be through completion of online or hard copy surveys, or through face to face participant feedback**
 - **Feedback from partners and stakeholders involved in the delivery of a specific intervention(s) with SNW**
 - **Review of agreed KPIs**

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- 4.7 Using these five sources SNW will be able to collect both quantitative and qualitative data; moving forwards the emphasis will be on the latter, as the most important measure will be the impact of intervention. The impact will be a consequence of a complex system working together.
- 4.8 SNW will take a real-world approach to performance management. It is recognised that to really make a difference and have sustainable impact, it is likely that significant resources may need to be targeted at very few people, or in a small geographical area. This approach will mark the real change in future delivery. SNW recognises that the collection of data to inform future delivery will need to combine:
- **a longitudinal approach to reflect the 'real' impact of intervention, given that the kind of change it seeks to achieve will not happen overnight,**
 - **the collection of more immediate data to reflect the planning and delivery of a specific activity/intervention**
 - **reviewing of national and sub regional demographic and social data as it is updated**
 - **balancing qualitative data with the quantitative information needed to give it context**
 - **cross-sector collaboration at regional and local level**
 - **use of KPIs developed as part of the bespoke SNW Performance Framework**
 - **the North Wales context and priorities as well as those at a more local level**

How SNW will measure impact

- 4.9 The Transition Phase will see the initial steps towards the new measurement approach focussed on impact as opposed to outcomes. This will be underpinned by:
- **A move to collaborative working**
 - **Sharing data**
 - **Developing a Framework for SNW**
 - a suite of overarching measures for all SNW partners to work towards which align to the new Vision for Sport in Wales, the Sport Wales strategy and
 - demonstrate SNW's contribution to the WBFGA goals and the Vision for Sport in Wales
 - reflects the priorities identified through shared SNW Vision & Insight

Business Case to formally establish Sport North Wales (SNW)

- Consideration as to how SNW will respond to the current Sport Wales Accountability Statements (See Appendix 8), aligned to its Strategic Intent and how these will develop in partnership over time to ensure that learning aligns to the key areas of delivery (See Appendix 8). Key for SNW is to develop its understanding of the type of evidence and data it needs to inform its approach, to remain flexible in how this is collected, and to prioritise the learning that will be developed from this.
- A key element of developing this learning is that data collection and evidence building is intrinsic to the work of SNW and its partners i.e. it comes from the inside out as part of everyday working to inform interventions, supported where necessary by external evaluation.

4.10 The above could be captured in a 'logic model' e.g.:



4.11 SNW recognise that whilst there is much we yet do not know about the impact of our investments and initiatives at local level, what we do know is that we will focus on directing our interventions where they will have most impact. Our delivery approach will be to be 'people and activity' centric i.e. doing what matters, and however we do it, our performance management will focus on:

- **What has changed as a result of our intervention?**
- **Why has it changed?**
- **How has it changed?**
- **Who has experienced the change?**
- **What is the impact of that change - individual and collective basis? (levels of physical activity/improved physical and mental health and wellbeing/acquisition of life skills/increased resilience etc)**

4.12 Impact will be measured through collection of qualitative data and feedback, maintaining the people-centric approach which drives delivery.

4.13 Measuring impact means that there will need to be ongoing conversations about what is being delivered, how, where etc, and the impact it is having, because there will be continuous learning about what is working and why, and how it can be further refined and improved for participants and partners.

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4.14 The qualitative data collected will be defined by how SNW decides, on the basis of the ongoing learning, to evaluate impact. Although the focus will be on qualitative data it is important to stress that all elements of SNW interventions will be valued as part of evaluation. In some areas target participant numbers may not be achieved initially but this does not mean that activities are not impacting; it may just be that in some communities engaging in sport and physical activity is particularly challenging for a range of reasons which the intervention aims to address.

How SNW will create an evidence base to inform future planning

4.15 SNW believes the evidence base it creates will constantly evolve, based on their continuous learning, and updating of data. The evidence base will be an online resource that can be easily shared and accessed by partners.

4.16 The evidence base will comprise several separate but inter-linked elements:

- **Demographic data for North Wales**
- **Existing Evaluation reports and key findings**
- **Impact Evaluation of SNW activities – short, medium and longer term qualitative data; relevant quantitative data; assessment against KPIs**
- **Partner and stakeholder feedback**

4.17 Longitudinal data collection will feed into the evidence base on a regular basis to update findings and learning. Overall SNW will prioritise collection of insight which is useful to help us and our partners learn and improve.

4.18 It is likely SNW will seek to work with a partner to develop the methodology behind collection of the data from activities and interventions to build the evidence base and inform on the ground delivery. The evidence base will be part of the overall Accountability Framework used by SNW.

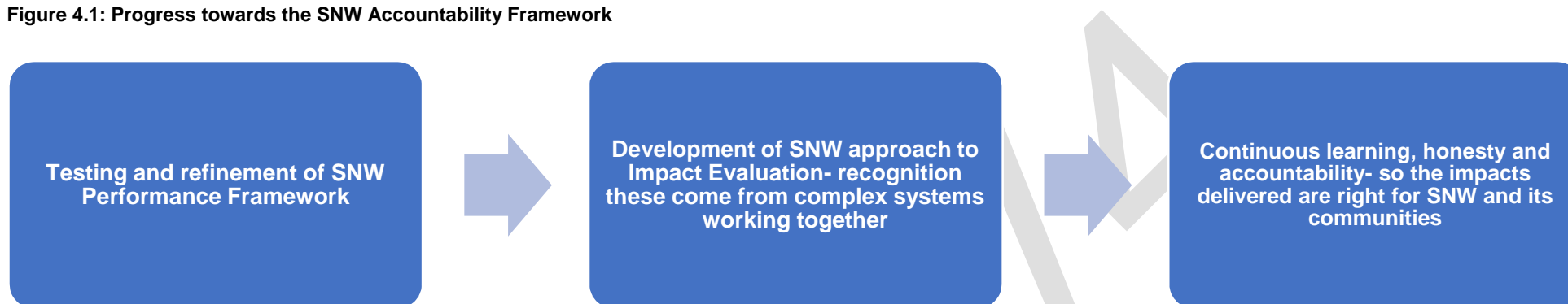
How SNW will respond to Sport Wales approach to accountability as part of its reporting requirements

4.19 The development of the SNW Accountability Framework will be an important stage of the overall journey to a new way of working at regional level. No-one should underestimate the magnitude of shift this journey will entail, nor the scale of impact it has the potential to deliver. The SNW Accountability Framework will be supported by a series of Accountability Statements which reflect SNW Purpose and Objectives.

4.20 The Accountability Framework will be developed as reflected in Fig 4.1:

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Figure 4.1: Progress towards the SNW Accountability Framework



4.21 SNW intends to develop its own Accountability Statements to guide us in this direction and encourage reflective practice as set out in Appendix 8. Put simply, the Accountability Statements are a series of questions which invites the respondent to consider what they are doing and learning in a particular area. The Accountability Statements that we will use in the first instance are structured around the six strategic intent statements from the Sport Wales Strategy:

- **To be person centred** - *How do you ensure that the needs and motivations of the individual are leading delivery, whether just starting out, aiming to progress or striving for excellence on the world stage?*
- **To give every young person a great start** - *What are you doing to ensure that young people are given skills, confidence and motivation to enable them to enjoy and progress through sport? Are you able to demonstrate how activity in this area gives participants the foundations to live a healthy, active and enriched life?*
- **Ensure everyone has the opportunity to be active through sport** - *To what extent are you able to offer inclusive opportunities and how do you know that these provide a great experience to those involved?*
- **Bring people together for the long term** - *In what ways have you used insight and learning to collaborate with others and to ensure that individuals' experiences of sport become more sustainable and more successful?*
- **Showcase the benefits of sport** - *Can you describe how you evidence, showcase and celebrate the benefits of sport?*
- **Be a highly valued organisation** - *How has (and how hasn't) Sport Wales acted with integrity, added value and encouraged innovation in its partnership with you?*
- **Free-flow question** - *What has been your biggest learning over the last period and why?*

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- 4.22 SNW will report on the impact of its activities on a regular basis i.e. quarterly to the Governance Board. This will also be shared with the Partnership Board at the same frequency. The reporting will focus on impact and evaluation of this against the aims and objectives of SNW and SW and will be predominantly qualitative. The drivers for the impact evaluation are making a difference to participation in sport and reducing inequalities in North Wales.
- 4.23 Written reports will be shared with both Boards to discuss at a subsequent meeting; the quarterly evaluation findings will be added to the regional evidence base to benefit SNWE, partners and stakeholders.

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5. Partner & Stakeholder Collaboration

5.1 This section focusses on how the collaboration, which is at the heart of SNW, will work in practice, and which partners will take leading roles in this. It also looks at the wider network of collaboration and how this can be linked into SNW for mutual benefit.

SNW is seeking to achieve:



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Our plan for SNW's engagement, expansion, and work with its regional strategic and delivery partners/stakeholders

- 5.2 There is massive potential for even greater connectivity and engagement across the regional landscape with the wider traditional and non-traditional partners who could add value/support, and/or deliver alongside SNW. This includes the potential for wider public sector and commercial partnerships, which may enable diversification of income streams for the Regional Sport Partnership.
- 5.3 SNW will take an inclusive and expansive approach to partnership working across North Wales for the benefits of the communities it aims to support.
- 5.4 SNW will have two Boards as set out in Section 6; this will provide the governance and strategic direction for the partnership. Given the representation proposed across the two Boards there is opportunity for engagement with both core partners and those from the wider regional network.
- 5.5 Importantly SNW will also seek engagement with independent Board members who will be able to bring specific skills, experience and knowledge to the partnership from other industries and sectors. This will enable SNW to develop an innovative approach to development and delivery, and potentially funding.
- 5.6 SNW will make a point of engaging with all relevant regional organisations to explore opportunities for collaboration, partnership and potential funding. It will promote sport as a means of community engagement and a space where other organisations can get involved for wider benefit.
- 5.7 SNW is developing Insight on SNW Board partner organisations to better understand what they do and the programmes they deliver to be in a better position to optimise resources; it is also setting up other strategic conversations with those organisations with whom it may be beneficial for SNW to have future engagement.

Our regional marketing and promotions plan

- 5.8 SNW's marketing and promotions plan will be developed as a draft in the Transition Phase, led by SNW's Regional Director. The plan will focus on collaborative usage of and access to sport to increase participation levels and reduce inequalities across North Wales.
- 5.9 The plan will promote SNW as the new regional partnership and explain its role, aims and purpose. It will raise awareness of SNW and its priorities for delivery in North Wales, as well as setting out how the new partnership will communicate with its partners (core and wider network) and critically, the communities within which it will work.
- 5.10 The plan will cover the initial 5 years of the partnership but focus in detail on Year 1. It will set out its focus and priorities in Year 1 based on the insight developed about the region and quantify type of projects it seeks to deliver. It will also set out the funding levels available for project delivery in North Wales and the criteria against which applications for funding should be made.

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Our Plan for diversifying new income streams, commercial and other partnerships

- 5.11 SNW has a core budget as set out in Appendix 2. This is based on the income to be received from SW.
- 5.12 Looking forward in longer term, SNW's intention is to generate additional funding from alternative sources and will aim to engage with other organisations in North Wales who may be able to assist in achieving/accessing alternative funds. Commercial partnerships will be actively sought by SNW as will partnerships with other public and voluntary sector organisations.
- 5.13 Through its Transition Phase and beyond, SNW will be interested in securing additional sources of support to support its work in North Wales. At this stage SNW considers this may derive from:
- **Grants from other bodies apart from SW**
 - **Sponsorship for specific projects/geographical areas**
 - **Commissioning the delivery of specific activities/interventions**
 - **Donations**
- 5.14 All additional funding opportunities will need to align to SNW's aims and objectives.
- 5.15 SNW will also be interested in establishing commercial and other partnerships which will help to support, and sustain, it longer term. At this stage SNW recognises it has in place a core partnership represented through the Governance Board. It has also identified some wider public sector partnerships with which it wishes to work in the health, education, housing and education sectors. These are reflected in the Partnership Board. There is some flexibility in the composition of the Partnership Board to bring in other representatives as Independent Board Members, or partnerships can be established without there needing to be Board representation as an outcome.
- 5.16 As an example, Public Health Wales is already looking to work with SNW to deliver against their Strategy with continuous funding now available to support development of physical literacy across the region. The example approach is set out in Appendix 7.

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6. Governance and Legal Framework

- 6.1 The draft Heads of Terms (HOT) for the SNW Partnership is set out in full in Appendix 1. Whilst still a draft, it has been to the SNW Board for discussion and approval of the emerging direction (23 September 2020). The draft now has to be taken back to each of the SNW Partners, for approval through their respective internal governance processes.
- 6.2 Under the brand/banner of "Sport North Wales", the SNW Members are in the process of preparing a business case, for submission to Sport Wales, in relation to the creation of a collaboration which will, via CCBC as the host authority of the collaboration, receive funding directly from Sport Wales for expenditure on sport and leisure activities and projects across North Wales .
- 6.3 The SNW Members understand that good governance is a key foundation for the success of Sport North Wales and is not only the management of day-to-day operations but rather the framework of strategy, risk management controls and processes and an organisational approach to ensure the culture, values and integrity are observed by all.
- 6.4 Currently, Sport Wales provides separate funding directly to the six local authorities, which are then responsible for spending in their respective regions. However, if SNW is approved, it will receive cumulative funding from Sport Wales (estimated at c. £2.7m million per annum for the region) and will decide on how this money is spent across the North Wales region.
- 6.5 It is envisaged that the creation of SNW will, over the period of the 5 year contract, facilitate spending across a wider platform and support Sport North Wales' vision "to empower our communities in North Wales to be more active, leading healthier, happier lives" (which in turn aligns with the Sport Wales strategy and ultimately contributes to the sector-wide vision of "an active nation where everyone can have a lifelong enjoyment of sport").
- 6.6 In order to support its business case for the creation of SNW, the SNW Members need to present a legal and governance framework with their business case, to demonstrate that a strong structure is in place which will ensure that the SNW Members have representation and a decision-making process which is effective and will support achievement of the:
- 1) Objectives;**
 - 2) the Vision;**
 - 3) the Sport Wales Governance and Leadership Framework; and**
 - 4) the Sport Wales Capability Framework.**
- 6.7 Pursuant to section 2 Local Government Act 2000 and section 111 Local Government Act 1972 the SNW Members enter into the Inter-Authority Governing Agreement to set out clearly their roles and responsibilities in relation to the governance and structure of SNW. This is the SNW Governance Board.
- 6.8 The parties agree that the provisions contained in the Heads of Terms would govern the relationship between the parties in the SNW collaboration, if approved by Sport Wales.

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6.9 SNW Partners will sign up to the Partnership and the HoT for an initial term of five years from the date on which the Agreement is validly executed by the SNW Members.

How SNW will meet the Essential Requirements of the Sport Wales Capability Framework in relation to aspects of governance and leadership framework?

6.10 Set out below is a summary of the HoT explaining how SNW will meet the Essential Requirements of the Sport Wales Capability Framework in relation to aspects of governance and leadership framework.

Sports North Wales' Objectives and Values

6.11 Sport North Wales' Objectives, aligned with the Sport Wales Governance and Leadership and Capability Frameworks, are:

- 1. To modernise, improve and develop a sustainable sport sector in North Wales ensuring a balance between leadership and governance to realise the Vision and set the strategic direction for North Wales through skills-based diverse Governance and Partnership Boards;**
- 2. Creating the conditions necessary for the sector to respond proactively and dynamically to the challenges placed on public bodies by the Future Generations (Wales) Act 2015 to consider the long-term impact of their decision-making and prioritise working with people and communities;**
- 3. Increase participation in sport through:**
 - acting with integrity, accountability and transparency;
 - prioritising workloads and areas that can make the biggest difference;
 - focusing on behaviour and culture;
 - putting participants at the heart of decision-making and ensuring a participant-focused approach;
 - establishing a basis for conversations about how the SNW Members can improve as organisations; and
 - a focused outcomes framework which targets children, young adults, adults and over-60s.
- 4. Tackling the socio-economic challenges confronting those involved with community sport;**
- 5. Tackle inequality in sport and cater for the diverse nature of the sector to ensure the safety, wellbeing and welfare of all participants in sport;**
- 6. Ensuring a strong approach to health and safety compliance pervades all activities of the Collaboration;**
- 7. Ensuring that safeguarding standards are met in all areas of Sport North Wales (see Appendix 5);**

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8. Attracting investment from other sources of funding; and

9. Promote equality, diversity, sustainability and inclusivity in all actions (See Appendices 6 and 9).

Conwy County Borough Council's (CCBC) Obligations

6.12 The SNW Members agree that CCBC shall be the lead authority for the duration of the Term.

6.13 CCBC shall:

- 1) Be the lead and host authority and accountable body for SNW;**
- 2) Be responsible for the appointment and employment of the Regional Director;**
- 3) As lead and host authority, be allocated an agreed proportion of the Sport Wales Funding to contribute towards the Regional Director role and CCBC's role as the lead and host authority;**
- 4) As the host authority of SNW, be the principal contact for engagement with Sport Wales in relation to the Sport Wales Funding and adherence to the Sport Wales governance requirements on behalf of the Collaboration;**
- 5) Manage the SNW Account and be responsible for the allocation of funding from the SNW Account as determined by the Governance Board;**
- 6) Engage employees to roles related to the management and operation of the Collaboration;**
- 7) Ensure that Partnership Board and Governance Board meetings are undertaken in accordance with the provisions for the board and in line with CCBC specific obligations**
- 8) Ensure all applicable CCBC policies and strategies are implemented in respect of SNW's operation e.g. safeguarding, equality and diversity etc**

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SNW Members' Obligations

6.14 The SNW Members shall:

- 1) contribute towards the strength, success and sustainability of Sport North Wales by allocating sufficient resource to the Partnership and Governance Boards and working collaboratively, in good faith and with integrity, accountability and transparency, for the benefit of North Wales;**
- 2) adhere to the Objectives which set out the principles, values, ethics and morals which apply to all aspects of SNW;**
- 3) develop a comprehensive customer service charter which ensures that customers are dealt with promptly, effectively and courteously at all times;**
- 4) ensure that the Collaboration performs in a way which promotes and enhances the reputation of both SNW and Sport Wales through a clear marketing plan which promotes usage of and access to sport;**
- 5) support CCBC with any requests for information which are required to support the Collaboration in relation to dealings with Sport Wales, Welsh Government and any other funders of SNW;**
- 6) agree that CCBC, as the host authority for SNW, has authority to accept payment of the award made by Sport Wales to SNW (which reflects what was previously a separate award by Sport Wales to each of the six local authority SNW Members);**
- 7) ensure that Applications proposed by other SNW Members, pursuant to the Project Approvals process, are given an equal and proportionate consideration;**
- 8) ensure that priority is given to contents of the Application, and the merit of the Application and its alignment with the Vision and Objectives, rather than the particular SNW Member that has submitted the Application;**
- 9) ensure that the number and scale of Applications they submit to the Partnership and Governance Boards are reasonable and proportionate;**
- 10) direct all press and publicity queries related to SNW to CCBC or a nominated press officer appointed by the Governance Board of SNW;**
- 11) be responsible for the delivery of Projects, once approved by the Governance Board, in accordance with the Project Delivery Plan, accepting that Sport North Wales' role is limited to the consideration and approval of Applications/Projects and the provision of funding rather than the actual delivery of the Projects;**

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- 12) provide any information required by the Governance Board and CCBC to:**
 - evidence that funding allocated to it for a Project has been spent on that Project;
 - evidence the progress of a Project which has been approved by the Governance Board;
 - report to Sport Wales in relation to the progress of Sport North Wales and the Projects approved by the Governance Board; and
 - enable CCBC to carry out its obligations under the Agreement.
- 13) Reimburse Sport North Wales for any funding which is not spent in relation to the Project for which the funding was approved;**
- 14) Enter into any agreements, as required, in relation to the delivery of a Project using funding distributed pursuant to the Collaboration;**
- 15) Permit representatives of the Governance Board to carry out any inspections or audits to support evidence that:**
 - funding allocated is being spent in accordance with the Project Delivery Programme; and
 - a Project is progressing in accordance with the Project Delivery Plan approved by the Governance Board.
- 16) acknowledge Sport North Wales in any promotion of a Project which uses Sport North Wales funding and, as applicable, use any Sport North Wales branding;**
- 17) acknowledge Sport Wales and, if applicable, the support of the National Lottery (or any subsequent or other funders) in any promotion of a Project which uses funding from these organisations and, as applicable use their branding.**

SNW Governance Board

- 6.15 The balanced, inclusive, diverse and skilled Governance Board comprises one representative from each of the six local authority SNW Members which are parties to the Collaboration.
- 6.16 Each of the six local authority SNW Members shall have the authority to appoint their officer representative on the Governance Board ensuring that their representative is appointed on the basis of the range of skills required to ensure a balanced, inclusive and skilled Governance Board.
- 6.17 The Governance Board shall appoint a chair to the Governance Board.
- 6.18 The Governance Board shall meet [quarterly] and shall:
 - 1) Review the progress of Sport North Wales against the Objectives and ensure that the objectives of Sport Wales are aligned with those of Sport North Wales through the Projects the Governance Board approves;**
 - 2) Review the progress of approved Projects;**

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- 3) Review and approve Applications for funding;**
- 4) Confirm arrangements for distribution of funding in respect of approved Projects;**
- 5) Provide transparent feedback to the Partnership Board in respect of any Applications which are rejected;**
- 6) Resolve any issues raised by the Partnership Board (both formally and pursuant to the Dispute Resolution Process);**
- 7) Make any decisions in respect of the customer service strategy and marketing plan which are raised by the Partnership Board;**
- 8) Invite representatives from Sport Wales to meetings, as required to observe and support;**
- 9) Assist with the appointment of the Regional Director, as requested by CCBC, in the event that the Regional Director has not already been appointed by CCBC, or assist with the appointment of a replacement Regional Director (again, as requested by CCBC);**
- 10) Be responsible for appointing the representatives to the Partnership Board, with the independent chair of the Partnership Board participating in these appointments.**

SNW Partnership Board

- 6.19 The balanced, inclusive, diverse and skilled Partnership Board comprises six representatives from the existing SNW Members which are part of Sport North Wales and could also include up to 5 independent board members who are externally recruited by the Governance Board based on their skills and represent the region of North Wales and shall work to ensure performance of the Sport North Wales' Objectives.
- 6.20 Local authority representatives on the Partnership Board shall be different to those local authority representatives on the Governance Board.
- 6.21 An independent chair shall be appointed to the Partnership Board.
- 6.22 The Partnership Board shall meet [monthly] and shall:
- 1) Ensure the strategic direction and Objectives of Sport North Wales are progressed successfully;**
 - 2) Influence and drive the regional and local partner collaboration**
 - 3) Establish, monitor and develop on an ongoing basis, the SNW Performance Framework**

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- 4) Review and approve Applications from organisations (both SNW Members and other delivery organisations such as sports clubs in North Wales) for submission to the Governance Board; review, approve and sign off applications for up to £50k**
- 5) Discuss ideas for forthcoming projects which may be worked into Applications;**
- 6) Provide a forum for the SNW Members to advise and support each other on the completion of Applications ensuring compliance with the Sport North Wales Objectives;**
- 7) Agree approach, action plans and timelines for developing Applications considering any multi-party involvement in an Application;**
- 8) Discuss any issues or challenges in respect of Projects which are being delivered and how the SNW Members may work together to overcome/help the SNW Member which is delivering the Project to overcome these issues or challenges;**
- 9) Lead on stakeholder engagement which seeks the views, experiences, insights and suggestions from sports participants in North Wales;**
- 10) Monitor the progress and adherence of the customer service charter and provide updates to the Governance Board;**
- 11) Monitor the progress of the marketing plan and provide updates to the Governance Board;**
- 12) Discuss feedback from the Governance Board in respect of any rejected Applications;**
- 13) Invite representatives from Sport Wales to meetings, as required to observe and support the Sport North Wales Collaboration;**
- 14) Be responsible for the appointment of an independent chair who:**
 - Shall act as the Partnership Board's liaison with the Governance Board and represent the Partnership Board in any discussions at the Governance Board level;
 - Is a non-executive director who is unpaid but brings experience which will facilitate and lead the Partnership Board's activities; and
 - Shall participate in the Governance Board's appointment of representatives to the Partnership Board.

SNW Regional Director

6.23 The SNW Regional Director, appointed by CCBC shall:

- 1) Be responsible for the operation of Sport North Wales ensuring its activities contribute towards performance of the Objectives in accordance with this Agreement;**
- 2) Be responsible for liaising with the Partnership Board and presenting any issues raised by the Partnership Board to the Governance Board;**

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- 3) Be the lead officer responsible for delivering the SNW Objectives and strategic plan;**
- 4) Be responsible for advising the Governance Board on any governance or risk issues of which the SNW Regional Director becomes aware through their role;**
- 5) Sit on both the Partnership and Governance Boards in a reporting capacity;**
- 6) Work with, and on behalf of, the Governance Board to lead the strategic direction, development and profile of Sport North Wales regionally in accordance with the Vision and strategic plan to facilitate achievement of Sports North Wales' Objectives and values for the benefit of North Wales;**
- 7) Represent the Governance Board on the Partnership Board;**
- 8) Represent Sport North Wales in discussions with Sport Wales and other stakeholders and partners, providing updates in relation to the activities and progress of Sport North Wales (as requested);**
- 9) Promote the brand of Sport North Wales and create contacts throughout the UK to maximise Sport North Wales' visibility and profile;**
- 10) Be responsible for securing further funding for Sport North Wales in addition to that received from Sport Wales;**
- 11) Secure sponsorship (both corporate and non-corporate) for Sport North Wales Projects and activities.**

Project Approvals Process

- **Value Levels**
 - If the level of funding requested is £10,000 or under, the Regional Director shall have the power to approve Applications from a Delivery Organisation or SNW Member.
 - If the level of funding requested is £50,000 or under, the Partnership Board shall have the power to approve Applications from a Delivery Organisation or SNW Member.
 - If the level of funding requested is above £50,000, the Partnership Board shall determine whether an Application from a Delivery Organisation or SNW Member is approved for consideration by the Governance Board; and the Governance Board shall have the power to approve the Application.

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- **Applications – First Step and Content**

- Applications to the Regional Director (if funding requested is below £10,000) or Partnership Board (if funding requested is above £10,000), whether from a Delivery Organisation or SNW Member, shall follow an approved template form and detail:
 - ❖ The name of the Delivery Organisation or SNW Member;
 - ❖ The nature and scope of the proposed project and financial values attributed to the main elements of the project;
 - ❖ the level of funding requested from Sport North Wales;
 - ❖ the level of funding which the Delivery Organisation/SNW Member will contribute to the project from its own (or other) resources;
 - ❖ A "**Project Delivery Plan**" which includes:
 - ❖ targets and outputs;
 - ❖ milestone dates for the key elements of the project;
 - ❖ deliverables;
 - ❖ an explanation of how the project aligns with Sport North Wales' Objectives and values;
 - ❖ an explanation of the benefits to the Delivery Organisation/SNW Member and North Wales as a region if the project is approved, together the "**Application**".

- **Consideration of Applications**

- The Regional Director shall consider Applications for funding below £10,000 as and when they are submitted to them. The Regional Director may request support from the Partnership Board when considering Applications for funding below £10,000.
- The Partnership Board shall consider Applications with a value exceeding £10,000 at the relevant monthly Partnership Board meeting.
- The Governance Board shall consider Applications approved by the Partnership Board at the next Governance Board quarterly meeting following the Partnership Board meeting in which approval was given to the Application.

- **Value Levels**

- If the level of funding requested is £10,000 or under, the Regional Director shall have the power to approve Applications from a Delivery Organisation or SNW Member.
- If the level of funding requested is £50,000 or under, the Partnership Board shall have the power to approve Applications from a Delivery Organisation or SNW Member.
- If the level of funding requested is above £50,000, the Partnership Board shall determine whether an Application from a Delivery Organisation or SNW Member is approved for consideration by the Governance Board; and the Governance Board shall have the power to approve the Application.

Business Case to formally establish Sport North Wales (SNW)

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 - ❖ the level of funding requested from Sport North Wales;
 - ❖ the level of funding which the Delivery Organisation/SNW Member will contribute to the project from its own (or other) resources;
 - ❖ A "**Project Delivery Plan**" which includes:
 - ❖ targets and outputs;
 - ❖ milestone dates for the key elements of the project;
 - ❖ deliverables;
 - ❖ an explanation of how the project aligns with Sport North Wales' Objectives and values;
 - ❖ an explanation of the benefits to the Delivery Organisation/SNW Member and North Wales as a region if the project is approved, together the "**Application**".

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- The Regional Director shall consider Applications for funding below £10,000 as and when they are submitted to them. The Regional Director may request support from the Partnership Board when considering Applications for funding below £10,000.
- The Partnership Board shall consider Applications with a value exceeding £10,000 at the relevant monthly Partnership Board meeting.
- The Governance Board shall consider Applications approved by the Partnership Board at the next Governance Board quarterly meeting following the Partnership Board meeting in which approval was given to the Application.

- **Rejected Applications**

- If an Application is not approved by the Regional Director, the Partnership Board or the Governance Board, a summary of the reasons for rejecting the Application shall be provided to the Delivery Organisation/SNW Member that submitted the Application in addition to providing feedback on areas to develop if the Application is to be re-submitted in the future.
- A re-submitted Application shall be reviewed in the same way as an Application submitted for the first time and re-submission does not guarantee that an Application will be approved by the Regional Director/Partnership Board on its second, or future, submission.

Business Case to formally establish Sport North Wales (SNW)

- **Application Approval Considerations**

- In determining whether an Application is approved by the Regional Director, Partnership Board or Governance Board, the following shall be considered:
 - ❖ the alignment of the Application with the Vision, Objectives and Values;
 - ❖ the Application's promotion of the principles of the customer service charter;
 - ❖ the Application's outputs and deliverables in relation to North Wales as a region;
 - ❖ the deliverability of the proposed project (including the applicant SNW Member's capacity to deliver and the relevant timeframe for delivery);
 - ❖ the level of funding required and the availability of funding to Sport North Wales.

- **Application Approval Requirements**

- To be approved by the Regional Director, the Application must satisfy the above considerations.
- To be approved by the Partnership Board, the Application requires more than 50% approval from the Partnership Board representatives in attendance. If the initial vote is a 50:50 split decision, the Application shall not be approved by the Partnership Board.
- To be approved by the Governance Board, an Application requires more than 50% approval from the Governance Board representatives. If the initial vote is a split 50:50 decision, the chair shall have the casting vote.

- **Approved Applications (Projects)**

- If an Application is approved, the Regional Director, Partnership Board or Governance Board shall confirm:
 - ❖ that the Application, once approved, is a "**Project**";
 - ❖ the level of funding awarded for delivery of the Project;
 - ❖ steps which the Delivery Organisation/SNW Member must confirm before the funding is committed to the Project;
 - ❖ any agreement that the Delivery Organisation/SNW Member must enter into with CCBC before it receives any funding in respect of the Project; and
 - ❖ the frequency of payment of instalments of funding (if not provided in full at the outset of a Project being approved).

6.24 Following approval of the Project, the Delivery Organisation/SNW Member must deliver the Project in accordance with the Project Delivery Plan and any agreement entered into by the Delivery Organisation/SNW Member and CCBC in respect of delivery of the Project.

Separate Account

6.25 In order to ensure effective financial management controls and systems are maintained, CCBC shall maintain a separate account into which the Sport Wales award is paid. This account shall transparently show the transactions in relation to the Sport Wales award and shall be subject to open book accounting such that all parties have a clear understanding of:

- 1) The transactions into and out of the account; and**
- 2) The values of these transactions.**

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6.26 Any queries in relation to the SNW Account may be discussed by the Partnership Board and Governance Board.

Employees

6.27 As a contractual arrangement, employees of each SNW Member shall remain employed by the respective SNW Member and there is no intention that these employees TUPE-transfer to another SNW Member as a result of the Collaboration.

6.28 If posts become vacant for employees in a SNW Member, the SNW Member shall determine the most appropriate way to proceed in respect of this vacancy, with advice from the Partnership Board and SNW Regional Director, as requested (with all SNW Members aware of the obligation to contribute towards the strength, success and sustainability of Sport North Wales by allocating sufficient resource to the Partnership and Governance Boards (see "SNW Members' Obligations")).

Final

Appendix 1 - Heads of Terms for Collaboration Agreement for Sport North Wales Collaboration

Number	Provision	Material Obligations
1.	Parties	<p>Conwy County Borough Council of Bodlondeb, Conwy North Wales, LL32 8DU ("CCBC");</p> <p>Denbighshire County Council of Wynnstay Road, Ruthin, LL15 1YN;</p> <p>Flintshire County Council of County Hall, Mold, Flintshire CH7 6NB;</p> <p>Gwynedd Council of Council Headquarters, Castle Street, Caernarfon, Gwynedd, LL55 1SE;</p> <p>Isle of Anglesey County Council of Council Offices Llangefni, Anglesey LL77 7TW;</p> <p>Wrexham County Borough Council of 16 Lord Street, Wrexham LL11 1LG;</p> <p>Betsi Cadwaladr University Health Board of Wrexham Maelor Hospital, Croesnewydd Road, Wrexham, LL13 7TD;</p> <p>Bangor University of College Road, Bangor, LL57 2DG</p> <p>Wrexham Glyndwr University of Mold Road, Wrexham, LL11 2AH</p> <p>Disability Sport Wales of Sport Wales National Centre, Cardiff, CF11 9SW</p> <p>GwE of Bryn Eirias, Ffordd Abergele, Bae Colwyn, LL29 8BY</p> <p>Public Health Wales of 2 Capital Quarter, Tyndall Street, Cardiff, CF10 4BZ</p> <p>Adra of Tŷ Coch, Llys y Dderwen, Parc Menai, Bangor, LL57 4BL</p> <p>North Wales Housing of Plas Blodwel, Broad Street, Llandudno Junction, Conwy, LL31 9HL.</p> <p>Wales & West Housing of Tŷ Draig, St. David's Park, Ewloe, Deeside. CH5 3DT</p> <p>Grwp Cynefin of Ty Silyn, Penygroes, Gwynedd.</p> <p>Cartrefi Conwy of Morfa Gele, North Wales Business Park, Cae Eithin, Abergele, LL22 8LJ</p> <p>ClwydAlyn of 72 Ffordd William Morgan, St Asaph Business Park, St Asaph, Denbighshire. LL17 0JD</p> <p>each an "SNW Member" and together the "SNW Members" (except where individually defined).</p>

Number	Provision	Material Obligations
2.	Background and Recitals	<p>Under the brand/banner of "Sport North Wales", the SNW Members are in the process of preparing a business case, for submission to Sport Wales and Welsh Government, in relation to the creation of a collaboration which will, via CCBC as the host authority of the collaboration, receive funding directly from Sport Wales for expenditure on sport and leisure activities and projects across North Wales ("Sport North Wales" or the "Collaboration").</p> <p>The SNW Members understand that good governance is a key foundation for the success of Sport North Wales and is not only the management of day-to-day operations but rather the framework of strategy, risk management controls and processes and an organisational approach to ensure the culture, values and integrity are observed by all.</p> <p>Currently, Sport Wales provides separate funding directly to the six local authorities detailed in paragraph 1 (Parties), which are then responsible for spending in their respective regions. However, if Sport North Wales is approved, the Collaboration will receive funding from Sport Wales (estimated at c. £13.14 million over the five year term) ("Sport Wales Award") and will decide on how this money is spent across the North Wales region.</p> <p>It is envisaged that the creation of the Collaboration will facilitate spending across a wider platform and support Sport North Wales' vision "to empower our communities in North Wales to be more active, leading healthier, happier lives" (the "Vision") which in turn aligns with the Sport Wales strategy and ultimately contributes to the sector-wide vision of "an active nation where everyone can have a lifelong enjoyment of sport".</p> <p>While parties to the Collaboration are set out in paragraph 1 of these Heads of Terms, the Collaboration Agreement ("Agreement") entered into by the SNW Members contains a Project Approvals Process (see paragraph 10) through which SNW Members and other delivery organisations, such as sports clubs in North Wales ("Delivery Organisations") are able to apply for funding from Sport North Wales to support local and regional sports projects across North Wales.</p> <p>In order to support its business case for the creation of Sport North Wales, the SNW Members need to present a legal and governance framework with their business case, to demonstrate that a strong structure is in place which will ensure that the SNW Members have representation and a decision-making process which is effective and will support achievement of the:</p> <ol style="list-style-type: none"> 1) Objectives; 2) the Vision; and 3) the Sport Wales Governance and Leadership Framework; and 4) the Sport Wales Capability Framework.

Number	Provision	Material Obligations
		<p>Pursuant to section 2 Local Government Act 2000 and section 111 Local Government Act 1972, if the business case for Sport North Wales is approved by Sport Wales, the SNW Members will enter into the Agreement which sets out clearly their roles and responsibilities in relation to the governance and structure of the Sport North Wales collaboration, as set out in these Heads of Terms.</p> <p>The parties agree that the provisions contained in these Heads of Terms would govern the relationship between the parties in the Sport North Wales collaboration, if approved by Sport Wales.</p> <p>Sport North Wales will comprise two boards:</p> <ol style="list-style-type: none"> 1) a Governance Board which has members from the six local authorities in North Wales; and 2) a Partnership Board which has wider representation from the public sector in North Wales (local authorities, health, education, housing and equalities) in addition to independent members appointed on the basis of their skills. <p>The Partnership Board sits under the Governance Board and has a more operational focus, (see section 8 below) with responsibility for implementing the strategic vision of Sport North Wales and ensuring Sport North Wales' Objectives are progressed successfully across the region, though with a local impact, whereas the Governance Board will oversee the governance of Sport North Wales and the activities of the Partnership Board (see section 7 below).</p> <p>The reason for having two boards is that SNW have agreed to adopt a local authority 'hosted model' approach pursuant to section 2 Local Government Act 2000 and section 111 Local Government Act 1972. This requires the SNW Local Authority Members to enter into this Inter-Authority Governing Agreement, which sets out clearly their roles and responsibilities in relation to the governance and structure of SNW. Rather than having one board with decision-making powers held centrally by the six Local Authorities it was agreed to introduce a second board (the Partnership Board) which would have authority to implement the vision for SNW and could engage wider representation of the regional partnership as well as independent skills based board members. The dual boards approach ensures sufficient scrutiny and accountability for both strategic and operational activities, with a clear delineation between the two.</p> <p>A Regional Director, employed by CCBC, will have responsibility for the performance and success of Sport North Wales and will act as a liaison between the Partnership and Governance Board (see section 9 below).</p>

Number	Provision	Material Obligations
3.	Term	<p>An initial term of five years from the date on which the Agreement is validly executed by the SNW Members.</p> <p>Capable of extension by agreement of the SNW Members and Sport Wales with the length of the extension also to be agreed by the SNW Members.</p>
4.	Sports North Wales' Objectives and Values	<p>Sport North Wales' Objectives, aligned with the Sport Wales Governance and Leadership and Capability Frameworks, are:</p> <ol style="list-style-type: none"> 1. To modernise, improve and develop a sustainable sport sector in North Wales ensuring a balance between leadership and governance to realise the Vision and set the strategic direction for North Wales through skills-based diverse Governance and Partnership Boards; 2. Creating the conditions necessary for the sector to respond proactively and dynamically to the challenges placed on public bodies by the Future Generations (Wales) Act 2015 to consider the long-term impact of their decision-making and prioritise working with people and communities; 3. Increase participation in sport through: <ol style="list-style-type: none"> a) acting with integrity, accountability and transparency; b) prioritising workloads and areas that can make the biggest difference; c) focusing on behaviour and culture; d) putting participants' interests at the heart of decision-making and ensuring a participant-focused approach; e) establishing a basis for conversations about how the SNW Members can improve as organisations; and f) a focused outcomes framework which targets children, young adults, adults and over-60s. 4. Tackling the socio-economic challenges confronting those involved with community sport; 5. Tackle inequality in sport and cater for the diverse nature of the sector to ensure the safety, wellbeing and welfare of all participants in sport; 6. Ensuring a strong approach to health and safety compliance pervades all activities of the Collaboration; 7. Ensuring that safeguarding standards are met in all areas of Sport North Wales; 8. Attracting investment from other sources of funding; and 9. Promote equality, diversity, sustainability and inclusivity in all actions.
5.	CCBC's Obligations	<p>The SNW Members agree that CCBC shall be the lead authority for the duration of the Term.</p> <p>CCBC shall, as the host authority:</p>

Number	Provision	Material Obligations
		<ol style="list-style-type: none"> 1) Be the lead and accountable body for the Sport North Wales Collaboration; 2) Shall be responsible for the appointment and employment of the regional director ("Regional Director" see paragraph 9 below) and additional support staff dedicated to the Collaboration; 3) be allocated an agreed proportion of the Sport Wales Award to contribute towards the Regional Director role and additional support staff pursuant to CCBC's role as the lead and host authority; 4) be the principal contact for engagement with Sport Wales in relation to the Sport Wales Award and adherence to the Sport Wales governance requirements on behalf of the Collaboration; 5) be the contractual party to an agreement with Sport Wales in respect of the Sport Wales Award on behalf of Sport North Wales ("Sport Wales Award Agreement"); 6) be the contractual party to any funding agreements with SNW Members or Delivery Organisations which are to receive funding in respect of Projects approved by either the Regional Director, Partnership Board or Governance Board; 7) Manage the SNW Account (see paragraph 11 below) and be responsible for the allocation of funding from the SNW Account as determined by the Governance Board; 8) Engage employees to roles related to the management and operation of the Collaboration; 9) Ensure that Partnership Board and Governance Board meetings are undertaken in accordance with the provisions for the boards set out in paragraphs 7 and 8.
6.	SNW Members' Obligations	<p>The SNW Members shall:</p> <ol style="list-style-type: none"> 1) contribute towards the strength, success and sustainability of Sport North Wales by allocating sufficient resource to the Partnership and Governance Boards and work collaboratively, in good faith and with integrity, accountability and transparency, for the benefit of North Wales; 2) adhere to the Objectives which set out the principles, values, ethics and morals which apply to all aspects of the Sport North Wales Collaboration;

Number	Provision	Material Obligations
		<p>3) develop a comprehensive customer service charter which ensures that customers are dealt with promptly, effectively and courteously at all times;</p> <p>4) ensure that fully-functioning and efficient IT systems are maintained during the term of the Agreement;</p> <p>5) ensure that the Collaboration performs in a way which promotes and enhances the reputation of both Sport North Wales and Sport Wales through a clear marketing plan which promotes usage of and access to sport;</p> <p>6) support CCBC with any requests for information which are required to support the Collaboration in relation to dealings with Sport Wales, Welsh Government and any other funders of Sport North Wales;</p> <p>7) agree that CCBC, as the host authority for Sport North Wales, has authority to accept payment of the Sport Wales Award on behalf of Sport North Wales (which reflects what was previously a separate award by Sport Wales to each of the six local authority SNW Members);</p> <p>8) ensure that Applications proposed by other SNW Members or Delivering Organisations, pursuant to the Project Approvals Process, are given an equal and proportionate consideration;</p> <p>9) ensure that priority is given to contents of the Application, and the merit of the Application and its alignment with the Vision and Objectives, rather than the particular SNW Member or Delivering Organisation that has submitted the Application;</p> <p>10) ensure that the number and scale of Applications they submit to the Partnership and Governance Boards are reasonable and proportionate;</p> <p>11) direct all press and publicity queries related to Sport North Wales to CCBC or a nominated press officer appointed by the Governance Board of Sport North Wales;</p> <p>12) be responsible for the delivery of Projects, once approved by the Governance Board, in accordance with Project Delivery Plans, accepting that Sport North Wales' role is limited to the consideration and approval of Applications/Projects and the provision of funding rather than the actual delivery of the Projects;</p>

Number	Provision	Material Obligations
		<p>13) provide any information required by the Governance Board and CCBC to:</p> <ul style="list-style-type: none"> a. evidence that funding allocated to it for a Project has been spent on that Project; b. evidence the progress of a Project which has been approved by the Governance Board; c. report to Sport Wales in relation to the progress of Sport North Wales and the Projects approved by the Governance Board; d. assist CCBC comply with, and demonstrate its compliance with, the Sport Wales Award Agreement; e. enable CCBC to carry out its obligations under the Agreement. <p>14) support CCBC's compliance with the terms of the Sport Wales Award Agreement;</p> <p>15) Reimburse CCBC for any funding which is not spent in relation to the Project for which the funding was approved;</p> <p>16) Reimburse CCBC for any costs or expenses CCBC incurs as a result of a breach of the Sport Wales Award Agreement caused by the SNW Member;</p> <p>17) Enter into any agreements, as required, in relation to the delivery of a Project using funding distributed pursuant to the Collaboration;</p> <p>18) Permit representatives of the Governance Board to carry out any inspections or audits to support evidence that:</p> <ul style="list-style-type: none"> a. funding allocated is being spent in accordance with the Project Delivery Programme; and b. a Project is progressing in accordance with the Project Delivery Plan approved by the Governance Board; <p>19) acknowledge Sport North Wales in any promotion of a Project which uses Sport North Wales funding and, as applicable, use any Sport North Wales branding;</p> <p>20) acknowledge Sport Wales and, if applicable, the support of the National Lottery (or any subsequent or other funders) in any promotion of a Project which uses funding from these organisations and, as applicable use their branding.</p>

Number	Provision	Material Obligations
7.	Governance Board	<p>The balanced, inclusive, diverse and skilled Governance Board has a strategic and supervisory focus to ensure the continued success of Sport North Wales against the Objectives, overseeing the Partnership Board.</p> <p>The Governance Board comprises 1 representative appointed by each of the six local authority SNW Members which are parties to the Collaboration.</p> <p>Each of the six local authority SNW Members shall have the authority to appoint their officer representative on the Governance Board ensuring that their representative is appointed on the basis of the range of skills required to ensure a balanced, inclusive and skilled Governance Board. This representative shall be "fixed" to ensure consistency though temporary replacements may be required in certain circumstances.</p> <p>A chair shall be appointed by the Governance Board (one of the six local authority representatives).</p> <p>The Governance Board shall meet quarterly and shall:</p> <ol style="list-style-type: none"> 1) Review the progress of Sport North Wales, as a whole, against the Objectives and ensure that the objectives of Sport Wales are aligned with those of Sport North Wales through the Projects approved by Sport North Wales; 2) Review the progress of approved Projects, as a whole (rather than individual Projects), unless the individual Project has a strategic regional impact; 3) Review and approve Applications for funding with a funding value exceeding £50,000; 4) Confirm arrangements for distribution of funding in respect of approved Projects; 5) Provide transparent feedback to the Partnership Board in respect of any Applications which it rejects; 6) Resolve any issues raised by the Partnership Board (both formally and pursuant to the Dispute Resolution Process); 7) Make any decisions in respect of the customer service strategy and marketing plan which are raised by the Partnership Board; 8) Assist with the appointment of the Regional Director, as requested by CCBC, in the event that the Regional Director has not already been appointed by CCBC, or assist with the appointment of a replacement Regional Director (again, as requested by CCBC); 9) Assist CCBC's Director/Head of Service with their line management responsibilities in respect of the Regional Director, as requested by the CCBC Director/Head of Service (e.g. by providing feedback on the Regional Director's performance).

Number	Provision	Material Obligations
		<p>10) Be responsible for monitoring the performance of the Partnership Board against Sport North Wales' Objectives and values;</p> <p>11) Be responsible for appointing the representatives to the Partnership Board, with the independent chair of the Partnership Board participating in these appointments;</p> <p>12) Invite the independent chair of the Partnership Board to meetings, as required, to participate and represent the Partnership Board; and</p> <p>13) Invite representatives from Sport Wales to meetings, as required to observe and support;</p> <p>In advance of each meeting of the Governance Board, the Regional Director shall circulate an agenda, together with copies of all supporting documentation related to the agenda items (including Applications to be considered at the forthcoming meeting).</p> <p>Following each meeting, minutes shall be circulated to representatives of each SNW Member.</p> <p>The Governance Board has decision-making power in respect of the Collaboration and, subject to the Dispute Resolution Process, its decisions are binding on the SNW Members in so far as the Sport Wales Award is concerned.</p> <p>The Governance Board shall be appointed for the five year term of the Agreement.</p> <p>Meetings of the Governance Board shall require a quorum of 4 SNW Members and may take place electronically.</p> <p>The Governance Board shall consider and review the governance of the Collaboration at least once per year of the term for the purpose of determining whether any improvements or variations required to the scope and remit of either the Partnership Board, Governance Board or Collaboration itself should be introduced for the benefit of the operation of the Collaboration. Any variations shall be processed through the change control procedure set out in paragraph 13 below.</p>
8.	Partnership Board	<p>The balanced, inclusive, diverse and skilled Partnership Board has a wider participation than the Governance Board and is focused on the operational, day-to-day activities of Sport North Wales.</p> <p>The Partnership Board comprises 6 representatives from the existing SNW Members which are part of Sport North Wales (2 from local authorities, 1 from health, 1 from education, 1 from housing and 1 equalities).</p> <p>The Partnership Board shall also include up to 5 independent board members who are externally recruited by the Governance Board based on their skills</p>

Number	Provision	Material Obligations
		<p>and diversity and who represent the region of North Wales and shall work to ensure performance of the Sport North Wales' Objectives.</p> <p>Local authority representatives on the Partnership Board shall be different to those local authority representatives on the Governance Board.</p> <p>An independent chair shall also be appointed to the Partnership Board (i.e. 12 representatives in total when including the 6 SNW Member representatives and 5 independently-recruited representatives).</p> <p>The Partnership Board shall initially meet monthly (and will review the frequency of these meetings following the initial six-month period from the date of the Agreement) and shall:</p> <ol style="list-style-type: none"> 1) Ensure the strategic direction and Objectives of Sport North Wales are progressed successfully; 2) Review and approve Applications: <ol style="list-style-type: none"> a. from Delivery Organisations/SNW Members for funding between £10,000 and £50,000; and b. from Delivery Organisations/SNW Members for funding below £10,000 where support is requested by the Regional Director; 3) Review Applications for submission to the Governance Board where the funding exceeds £50,000; 4) Discuss ideas for forthcoming projects which may be worked into Applications; 5) Provide a forum for the SNW Members' to advise and support each other (and Delivering Organisations) on the completion of Applications ensuring compliance with the Sport North Wales Objectives; 6) Agree approach, action plans and timelines for developing Applications considering any multi-party involvement in an Application; 7) Discuss any issues or challenges in respect of Projects which are being delivered and how the SNW Members may work together to overcome/help the Delivering Organisation/SNW Member which is delivering the Project to overcome these issues or challenges; 8) Lead on stakeholder engagement which seeks the views, experiences, insights and suggestions from sports participants and Delivering Organisations in North Wales; 9) Monitor the progress and adherence of the customer service charter and provide updates to the Governance Board; 10) Monitor the progress of the marketing plan and provide updates to the Governance Board; 11) Discuss feedback from the Governance Board in respect of any rejected Applications;

Number	Provision	Material Obligations
		<p>12) Invite representatives from Sport Wales to meetings, as required to observe and support the Sport North Wales Collaboration;</p> <p>13) Be responsible for the appointment of an independent chair who:</p> <ol style="list-style-type: none"> a. acts as the Partnership Board's lead; b. is an unpaid non-executive director who brings experience which will facilitate the Partnership Board's activities; c. represents the Partnership Board in any discussions at the Governance Board level; d. shall work closely with the Regional Director to contribute towards performance of the Objectives; and e. shall participate in the Governance Board's appointment of representatives to the Partnership Board. <p>In advance of each meeting of the Partnership Board, the Regional Director shall circulate an agenda, together with copies of all supporting documentation related to the agenda items (including Applications to be considered at the forthcoming meeting).</p> <p>Following each meeting, minutes shall be circulated to representatives of each SNW Member.</p> <p>The Partnership Board is an operational board which is integral to the success of Sport North Wales and the delivery of Projects which benefit North Wales but it does not have decision-making power in respect of the Collaboration or approval of Applications for delivery as Projects with a funding value above £50,000. It does, however, have the power to approve Applications for delivery as Projects with a funding value below £50,000.</p> <p>The Partnership Board shall be appointed for the five year term of the Agreement.</p> <p>Meetings of the Partnership Board shall require a quorum of 6 and may take place electronically.</p>
9.	Regional Director	<p>The Regional Director, appointed by CCBC shall:</p> <ol style="list-style-type: none"> 1) Be responsible for the operation of Sport North Wales ensuring its activities contribute towards performance of the Objectives in accordance with this Agreement; 2) Be responsible for liaising with the Partnership Board and presenting any issues raised by the Partnership Board to the Governance Board; 3) Be the lead officer responsible for delivering the SNW Objectives and strategic plan; 4) Be responsible for advising the Governance Board on any governance or risk issues of which the Regional Director becomes aware through their role;

Number	Provision	Material Obligations
		<ul style="list-style-type: none"> 5) Review and approve Applications for funding with a funding value up to £10,000, requesting support from the Partnership Board if required; 6) Sit on both the Partnership and Governance Boards in a reporting capacity; 7) Work with, and on behalf of, the Governance Board to lead the strategic direction, development and profile of Sport North Wales regionally in accordance with the Vision and strategic plan to facilitate achievement of Sports North Wales' Objectives and values for the benefit of North Wales; 8) Represent the Governance Board on the Partnership Board; 9) Work closely with the independent chair of the Partnership Board to contribute towards performance of the Objectives; 10) Represent Sport North Wales in discussions with Sport Wales and other stakeholders and partners, providing updates in relation to the activities and progress of Sport North Wales (as requested); 11) Promote the brand of Sport North Wales and create contacts throughout the UK to maximise Sport North Wales' visibility and profile; 12) Be responsible for securing further funding for Sport North Wales in addition to that received from Sport Wales; and 13) Secure sponsorship (both corporate and non-corporate) for Sport North Wales Projects and activities.
10.	Project Approvals Process	<p><u>Value Levels</u></p> <p>If the level of funding requested is £10,000 or under, the Regional Director shall have the power to approve Applications from a Delivery Organisation or SNW Member.</p> <p>If the level of funding requested is £50,000 or under, the Partnership Board shall have the power to approve Applications from a Delivery Organisation or SNW Member.</p> <p>If the level of funding requested is above £50,000, the Partnership Board shall determine whether an Application from a Delivery Organisation or SNW Member is approved for consideration by the Governance Board; and the Governance Board shall have the power to approve the Application.</p> <p><u>Applications – First Step and Content</u></p> <p>Applications to the Regional Director (if funding requested is below £10,000) or Partnership Board (if funding requested is above £10,000), whether from a Delivery Organisation or SNW Member, shall follow an approved template form and detail:</p>

Number	Provision	Material Obligations
		<p>a. The name of the Delivery Organisation or SNW Member;</p> <p>b. The nature and scope of the proposed project and financial values attributed to the main elements of the project;</p> <p>c. the level of funding requested from Sport North Wales;</p> <p>d. the level of funding which the Delivery Organisation/SNW Member will contribute to the project from its own (or other) resources;</p> <p>e. A "Project Delivery Plan" which includes:</p> <p>f. targets and outputs;</p> <p>g. milestone dates for the key elements of the project;</p> <p>h. deliverables;</p> <p>i. an explanation of how the project aligns with Sport North Wales' Objectives and values;</p> <p>j. an explanation of the benefits to the Delivery Organisation/SNW Member and North Wales as a region if the project is approved,</p> <p>together the "Application".</p> <p><u>Consideration of Applications</u></p> <p>The Regional Director shall consider Applications for funding below £10,000 as and when they are submitted to them. The Regional Director may request support from the Partnership Board when considering Applications for funding below £10,000.</p> <p>The Partnership Board shall consider Applications with a value exceeding £10,000 at the relevant monthly Partnership Board meeting.</p> <p>The Governance Board shall consider Applications approved by the Partnership Board at the next Governance Board quarterly meeting following the Partnership Board meeting in which approval was given to the Application.</p> <p><u>Rejected Applications</u></p> <p>If an Application is not approved by the Regional Director, the Partnership Board or the Governance Board, a summary of the reasons for rejecting the Application shall be provided to the Delivery Organisation/SNW Member that submitted the Application in addition to providing feedback on areas to develop if the Application is to be re-submitted in the future.</p> <p>A re-submitted Application shall be reviewed in the same way as an Application submitted for the first time and re-submission does not guarantee that an Application will be approved by the Regional Director/Partnership Board on its second, or future, submission.</p>

Number	Provision	Material Obligations
		<p><u>Application Approval Considerations</u></p> <p>In determining whether an Application is approved by the Regional Director, Partnership Board or Governance Board, the following shall be considered:</p> <ol style="list-style-type: none"> a. the alignment of the Application with the Vision, Objectives and Values; b. the Application's promotion of the principles of the customer service charter; c. the Application's outputs and deliverables in relation to North Wales as a region; d. the deliverability of the proposed project (including the applicant SNW Member's capacity to deliver and the relevant timeframe for delivery); e. the level of funding required and the availability of funding to Sport North Wales. <p><u>Application Approval Requirements</u></p> <p>To be approved by the Regional Director, the Application must satisfy the above considerations.</p> <p>To be approved by the Partnership Board, the Application requires more than 50% approval from the Partnership Board representatives in attendance. If the initial vote is a 50:50 split decision, the Application shall not be approved by the Partnership Board.</p> <p>To be approved by the Governance Board, an Application requires more than 50% approval from the Governance Board representatives. If the initial vote is a split 50:50 decision, the chair shall have the casting vote.</p> <p><u>Approved Applications (Projects)</u></p> <p>If an Application is approved, the Regional Director, Partnership Board or Governance Board shall confirm:</p> <ol style="list-style-type: none"> a. that the Application, once approved, is a "Project"; b. the level of funding awarded for delivery of the Project; c. steps which the Delivery Organisation/SNW Member must confirm before the funding is committed to the Project; d. any agreement that the Delivery Organisation/SNW Member must enter into with CCBC before it receives any funding in respect of the Project; and

Number	Provision	Material Obligations
		<p>e. the frequency of payment of instalments of funding (if not provided in full at the outset of a Project being approved).</p> <p>Following approval of the Project, the Delivery Organisation/SNW Member must deliver the Project in accordance with the Project Delivery Plan and any agreement entered into by the Delivery Organisation/SNW Member and CCBC in respect of delivery of the Project.</p>
11.	Separate Account	<p>In order to ensure effective financial management controls and systems are maintained, CCBC shall maintain a separate account into which the Sport Wales Award is paid ("SNW Account"). This account shall transparently show the transactions in relation to the Sport Wales award and shall be subject to open book accounting such that all parties have a clear understanding of:</p> <ol style="list-style-type: none"> 1) The transactions into and out of the account; and 2) The values of these transactions. <p>Any queries in relation to the SNW Account may be discussed by the Partnership Board and Governance Board.</p>
12.	Employees	<p>As a contractual arrangement, employees of each SNW Member shall remain employed by the respective SNW Member and there is no intention that these employees TUPE-transfer to another SNW Member as a result of the Collaboration.</p> <p>If employee posts at a SNW Member, funded from Sport Wales Award, become vacant for employees in a SNW Member, the Collaboration shall:</p> <ol style="list-style-type: none"> 1) Consider the role which has been vacated and whether there is a requirement, for the Collaboration as a whole, to replace the role; and 2) Then consider the best approach to replace this role by consideration of the skills required to contribute towards success of the Collaboration; and 3) Determine which SNW Member is best-placed to employ the replacement employee (which is not necessarily the SNW Member from which the employee departed). <p>The Regional Director. Partnership Board and Regional Director shall advise in relation to replacement of departed employees.</p>
13.	Change Control Procedure	<p>Any of the SNW Members may request an amendment to the scope, nature, structure or operation of the Collaboration and/or any term of the Agreement (a "Change") in accordance with the process outlined below (the "Change Control Procedure"): </p>

		<p>1. Where an SNW Member requests a Change:</p> <ul style="list-style-type: none"> (a) the relevant SNW Member will submit a written request for a change (a "Change Request Notice") to the Governance Board setting out as much information as is necessary to enable the Governance Board to prepare a written record of the Change which may be approved by the parties pursuant to this Change Control Procedure (a "Change Control Form"); and (b) the Governance Board will, unless otherwise agreed, circulate a Change Control Form to all SNW Members after the next Governance Board meeting following dispatch of the Change Request Form by the relevant SNW Member. <p>2. The Change Control Form shall contain sufficient information to enable the all parties to assess the Change, including as a minimum:</p> <ul style="list-style-type: none"> (a) the title of the Change; (b) the originator of the Change and date of request; (c) description of the Change; (d) details of the effect of the proposed Change on: <ul style="list-style-type: none"> (i) the Collaboration; (ii) the Vision; (iii) any existing or future Projects; and (iv) any other term of the Agreement; (e) the date of expiry of validity of the Change Control Form; and (f) provision for signature by the SNW Members and the chairman of the Partnership Board. <p>3. If, following the circulation a Change Control Form pursuant to this Change Control Procedure:</p> <ul style="list-style-type: none"> (a) all of SNW Members and the Governance Board agree to the terms of the relevant Change Control Form, they will each sign it and the signed Change Control Form will amend this Agreement; or (b) any of the SNW Members or the Governance Board do not agree to any term of the Change Control Form, then the party proposing the Change may refer the disagreement to be dealt with in accordance with the Dispute Resolution Procedure.
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Number	Provision	Material Obligations
		<p>4. No Change will come into effect until a Change Control Form has been signed by the authorised representatives of all SNW Members and the chair of the Governance Board.</p> <p>5. Each party will bear its own costs in relation to compliance with the Change Control Procedure.</p>
14.	Statutory Functions	<p>All parties recognise that they must act in accordance with their statutory functions, constitutions and legal obligations and nothing in these Heads of Terms may fetter, restrict or oblige the SNW Members to do, or omit to do, anything which:</p> <ol style="list-style-type: none"> 1) is incompatible with the lawful exercise of their powers; 2) is incompatible with the lawful discharge of their functions; 3) divests any SNW Members of their statutory powers; or 4) obliges a SNW Member not to exercise any powers.
15.	Dispute Resolution Procedure	<p>The SNW Members agree to resolve any dispute or issue between themselves in accordance with the procedure set out at Schedule 1.</p>
16.	Termination	<p>The Agreement shall terminate on expiry of the initial five-year term unless:</p> <ol style="list-style-type: none"> a. terminated earlier by mutual agreement of SNW Members; or b. extended further by mutual agreement of SNW Members. <p>For the avoidance of doubt, any extension or termination of the Agreement shall be agreed by all SNW Members and not simply members present at a particular Governance Board meeting.</p>
17.	Succession	<p>This Agreement shall be binding on and be to the benefit of, the parties to this Agreement and their respective Successors and permitted transferees and/or assignees. References to a party in this Agreement shall therefore include that party's Successors, permitted transferees and/or assignees.</p> <p>"Successor" shall mean "any legal entity, organisation, charity, partnership, company or other legal personality which subsumes, merges with, acquires or otherwise replaces any of the SNW Members following a Change of Control, organisational restructure, act of Parliament, Change in Law, or act of Government.</p>
18.	Exit	<p>Without affecting any other right or remedy available to it, any SNW Member may unilaterally opt to become an "Exited Party" to this Agreement subject to the service of a written notice of not less than six months' (an "Exit Notice") to the other parties.</p>

Number	Provision	Material Obligations
		<p>Notwithstanding the provisions of (1) above, the transition of an SNW Member to an Exited Party in accordance with the terms of this agreement, shall not, for the avoidance of doubt, discharge an Exited Party from any obligations or liabilities arising in connection with its obligations under this Agreement prior to the Exit Date.</p> <p>An "Exited Party" shall be "an SNW Member that ceases to be a party to this Agreement after the Exit Date"; and</p> <p>The "Exit Date" shall be "the date stated on a duly served Exit Notice as the date an SNW Member will become an Exited Party. For the avoidance of doubt, the Exit Date shall be a date not less than six months from the date of the Exit Notice.</p>
19.	Freedom of Information	The SNW Members acknowledge that they all have obligations to comply with the Freedom of Information Act 2000 and shall promptly assist each other with compiling information required to respond any request which relates to the Sport North Wales collaboration.
20.	Entire Agreement	<p>The SNW Members agree that this Agreement is the entire agreement and understanding between the parties in relation to the governance of the Sport North Wales collaboration.</p> <p>The parties cannot rely on other documents, oral agreements, representations as to the governance of the Sport North Wales collaboration unless such obligations are covered in the Agreement.</p>
21.	No Partnership	The Agreement is not establishing a formal partnership between the SNW Members and does not authorise any party to make commitments for the other, except to the extent that such commitments are set out in the Agreement.
22.	Governing Law and Jurisdiction	The Agreement is subject to English and Welsh law and the exclusive jurisdiction of the Courts of England and Wales.
23.	Third Party Rights	A person or entity other than the SNW Members does not have any rights under the Contracts (Rights of Third Parties Act) 1999 to enforce any term of the Agreement.
24.	Counterparts	The Agreement may be executed in counterpart and by electronic means.
25.	Additional Provisions	<p>Further provisions are to be confirmed in the Agreement relating to:</p> <ol style="list-style-type: none"> 1) severability; 2) amendments; and 3) [ADDITIONAL BOILERPLATE CLAUSES]

SCHEDULE 1

Dispute Resolution Procedure

If any dispute arises out of, or in connection with the Collaboration, the SNW Members shall follow the procedure set out below.

- 1) Through its representative on the Partnership Board, the SNW Member shall give written notice to the Partnership Board of its issue, setting out its nature and full particulars, together with relevant supporting documents in advance of a Partnership Board meeting ("**Issue Notice**").
- 2) At the next Partnership Board meeting following circulation of the Issue Notice, the Partnership Board shall attempt in good faith to resolve the issue, taking a holistic view to resolution of the issue considering the collaborative objectives of Sport North Wales.
- 3) If the Partnership Board is unable to resolve the issue at the Partnership Board meeting, it will escalate the issue for consideration at the next Governance Board meeting. The Governance Board shall attempt in good faith to resolve the issue and make any proposals to the SNW Member which raised the issue initially to resolve the issue.
- 4) If the SNW Member does not accept the resolution or proposals of the Governance Board, the parties shall attempt to settle the dispute by mediation in accordance with the Centre for Effective Dispute Resolution ("**CEDR**") Model Mediation Procedure. Unless otherwise agreed between the parties, the mediator will be nominated by CEDR. To initiate the mediation, a party must give notice in writing ("**ADR Notice**") to the other parties to the dispute requesting a mediation. A copy of the request should be sent to CEDR. The mediation will start no later than 14 days after the date of the ADR Notice.
- 5) If the mediation is not resolved within 28 days after service of the ADR Notice, the dispute shall be finally resolved by the courts of England and Wales.

Appendix 2 (i) Draft 5 Year Budget for Sport North Wales

Income	2021-22	2022-23	2023-24	2024-25	2025-26
Sport Wales					
Active Young People	1,003,520	953,344	905,677	860,393	817,373
Free Swimming Initiative	323,550	323,550	323,550	323,550	323,550
Operational	159,119	115,000	115,000	115,000	115,000
	1,486,189	1,391,894	1,344,227	1,298,943	1,255,923
Other Programme Grants (SNW will apply for grants which will support programmes in the region)	0	0	0	0	0
Additional Commercial Income e.g. Events and Corporate Partners	0	50,000	60,000	70,000	100,000
TOTAL INCOME	1,486,189	1,441,894	1,404,227	1,368,943	1,355,923
Operating Expenditure					
Staff costs					
Regional Director - based on £60k salary	82,000	82,984	83,980	84,988	86,007
P/T Administrator	23,089	23,551	24,022	24,502	24,992
	105,089	106,535	108,002	109,490	110,999
Host authority costs	14,300	14,300	14,300	14,300	14,300
Partnership costs					
Office costs - stationery, phones etc	1,250	1,250	1,250	1,250	1,250
Office accommodation	6,000	6,000	6,000	6,000	6,000
Training	1,000	1,000	1,000	0	0
Translation	4,080	4,080	4,080	4,080	4,080
Marketing / publicity	7,200	7,200	7,200	7,200	7,200
Travelling	2,500	2,500	2,500	2,500	2,500
External Audit fee	1,500	1,500	1,500	1,500	1,500
Procurement	2,000	2,000	2,000	2,000	2,000
Monitoring and Evaluation	6,000	6,000	6,000	6,000	6,000
Contingency (10%)	3,200	3,200	3,200	3,000	3,000
	34,730	34,730	34,730	33,530	33,530
Governance & Partnership Boards					
Meeting; travel	5,000	5,000	5,000	5,000	5,000
SNW Ring Fenced Projects					
SW Active Young People	1,003,520	953,344	905,677	860,393	817,373
SW Free Swimming Initiative	323,550	323,550	323,550	323,550	323,550
SNW Projects	0				
	1,327,070	1,276,894	1,229,227	1,183,943	1,140,923
TOTAL EXPENDITURE	1,486,189	1,437,459	1,391,259	1,346,263	1,304,752
Profit + / Loss -	0	4,435	12,968	22,680	51,171

Public Service Contribution in kind

Line Management by host authority	15,000	1 day per week, line management of Regional Director by Head of Service
Governance Board	6,912	4 days per year, 6 LAs at Head of Service level
Partnership Board	17,280	12 meetings per annum for 5 SNW members at Head of Service level
Total Contribution In Kind	39,192	

Appendix 3: Independent Chair to Board/Board Competencies Technical Skills, Knowledge, Experience and Competencies Audit

Please provide us with detail of degree of experience, evidence and any relevant qualifications (where appropriate) for how you meet the descriptors listed in the tables below. These are divided into two sections: Technical skills, knowledge and experience; and Competencies. Please refer to the information pack for further information about each descriptor. *(Please use additional sheets if necessary).*

Technical skills, knowledge and experience

Descriptor	Please provide evidence for how you meet this competency									
Experience of chairing Boards/meetings	<input type="checkbox"/>	High level	<input type="checkbox"/>	Strong	<input type="checkbox"/>	Good	<input type="checkbox"/>	Limited	<input type="checkbox"/>	None
	Evidence: •				Any relevant qualification: •					
General Governance/ Administration	<input type="checkbox"/>	High level	<input type="checkbox"/>	Strong	<input type="checkbox"/>	Good	<input type="checkbox"/>	Limited	<input type="checkbox"/>	None
	Evidence: •				Any relevant qualification: •					
Business/Commercial	<input type="checkbox"/>	High level	<input type="checkbox"/>	Strong	<input type="checkbox"/>	Good	<input type="checkbox"/>	Limited	<input type="checkbox"/>	None
	Evidence: •				Any relevant qualification: •					
Equality, Diversity and Inclusion	<input type="checkbox"/>	High level	<input type="checkbox"/>	Strong	<input type="checkbox"/>	Good	<input type="checkbox"/>	Limited	<input type="checkbox"/>	None
	Evidence: •				Any relevant qualification: •					
Disability / Impairment	<input type="checkbox"/>	High level	<input type="checkbox"/>	Strong	<input type="checkbox"/>	Good	<input type="checkbox"/>	Limited	<input type="checkbox"/>	None
	Evidence: •				Any relevant qualification: •					
Community sport & physical activity	<input type="checkbox"/>	High level	<input type="checkbox"/>	Strong	<input type="checkbox"/>	Good	<input type="checkbox"/>	Limited	<input type="checkbox"/>	None
	Evidence: •				Any relevant qualification: •					

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Descriptor	Please provide evidence for how you meet this competency					
Pathway sport / Knowledge of NGBs	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence:			Any relevant qualification:		
	•			•		
Strategic planning and focus	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence:			Any relevant qualification:		
	•			•		
Strategic relationships: Education / Health / Local Authorities / Housing / Trusts etc	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence:			Any relevant qualification:		
	•			•		
Human Resources	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence:			Any relevant qualification:		
	•			•		
Financial (including internal control and audit)	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence:			Any relevant qualification:		
	•			•		
Risk assessment and Health and Safety	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence:			Any relevant qualification:		
	•			•		
Legal	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence:			Any relevant qualification:		
	•			•		
Marketing, Strategic Communications and Advocacy	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
Insight, Research, Data, Learning	Evidence:			Any relevant qualification:		
	•			•		

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Competencies:

Descriptor	Please provide evidence for how you meet this competency					
Team working	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence: •				Any relevant qualification: •	
Communicating	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence: •				Any relevant qualification: •	
Public Speaking	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence: •				Any relevant qualification: •	
Engagement Skills	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
Engagement with groups sharing protected characteristics (i.e. impairment; EMC; LGB&T; women & girls; Religion, faith or belief; etc.)	Evidence: •				Any relevant qualification: •	
Decision making and problem solving	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence: •				Any relevant qualification: •	
Developing self and others	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence: •				Any relevant qualification: •	
Leadership	<input type="checkbox"/> High level	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited	<input type="checkbox"/> None	
	Evidence: •				Any relevant qualification: •	

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Descriptor	Please provide evidence for how you meet this competency				
Strategic management	<input type="checkbox"/> High level Evidence: •	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited Any relevant qualification: •	<input type="checkbox"/> None
Other (please identify):	<input type="checkbox"/> High level Evidence: •	<input type="checkbox"/> Strong	<input type="checkbox"/> Good	<input type="checkbox"/> Limited Any relevant qualification: •	<input type="checkbox"/> None

Sport North Wales Partnership Board

Board Member Role Descriptions

a) General Board Member Role Description

- Providing efficient and effective strategic leadership of Sport North Wales (SNW).
- Upholding and working towards the vision, mission, values, behaviours, and objectives of SNW and ensuring the organisation continues to work towards these.
- Leveraging of networks to support fundraising, organisational and business development.
- Acting at in the interests of SNW at all time in relation to assets, property, statutory obligations and management requirements as outlined in the Board Handbook.
- Agreeing a schedule of matters specifically reserved for major decision-making by the Partnership Board.
- Ensuring SNW complies with relevant legal and governance requirements.
- Promoting prudent and effective management of organisational resources (financial and human).
- Ensuring there are strategies and policies in place that will support the objectives of SNW.
- Developing and monitoring effective risk management strategies for SNW.
- Developing and monitoring internal controls and systems that are transparent and accountable to stakeholders.
- Creating and maintaining positive and productive relationships with stakeholders
- At all times, acting with integrity and upholding the interests of SNW.
- Championing the work of SNW and acting as a spokesperson for SNW Wales where required.

b) General Person Specifications

- Evidence of success, within or outside of the sport sector, in a Regional or collaborative organisation, Charity, Corporate, Health, Housing, Education, Equalities or Professional Services environment.
- Evidence of the ability to act with professionalism and probity, and with a strong philosophy of equity, inclusion and diversity.
- Evidence of leading in a change environment.
- Experience on other Boards or management where strategic planning was part of the role.
- Credibility in and knowledge of the Welsh sporting sector.
- Awareness and understanding of Regional Sports Partnerships and their potential.
- Relevant qualifications and experience specific to the expectations outlined in the specific Board role descriptions.

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Chairperson

Role Purpose

Working with the executive team, the role of the Chair is to provide effective leadership and strategic direction focusing on the vision, core values, and objectives of SNW.

Role Description

- The Chair is responsible for leadership of the SNW Regional Partnership Board and co-leadership of the executive team, ensuring its effectiveness in all aspects of its governance & operational roles.
- The Chair will represent the SNW Partnership Board at meetings of the SNW Governance Board.
- The Chair leads the Partnership Board and executive team in developing an ethical culture in line with the values of the organisation.
- The Chair is pivotal in creating the conditions for overall Partnership Board and individual Partnership Board members and executive team effectiveness and ensures constructive relations between Board members and staff.
- The Chair is bound by the SNW Heads of Terms, governance, policies, and decisions and thus has no individual authority to alter, amend or ignore these.
- The position of Chair does not create of itself a right to independent decision taking.
- The Chair may exercise those powers delegated to the position by the SNW Heads of Terms, Governance Board or Partnership Board.

Chair Role Description

Manage Board Meetings

- To chair up to 12 Board meetings a year. These board meetings are normally held in North Wales.

Strategic Leadership and Governance

- To enable the Board and staff to define the strategic direction and priorities and ensure there is appropriate resources available to deliver.
- To enable the Board to monitor and review risk associated with delivering the Strategy and likely impact on business while all times maintaining a high standard of governance.

Liaise with the Executive Team

- While Conwy County Borough Council has responsibility as employer of the executive team, the Board is usually represented through the Chair in managing the working relationship with the executive team.

Develop and Encourage Board Members

- Taking the lead in inducting and developing individual Partnership Board members, with a view to enhancing the Board's overall effectiveness as a team and assisting with succession planning.

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Performance Assessment

- Ensuring that peer and self-assessments of performance are undertaken regularly for all members of the Partnership Board, including the Chair, and executive team. The Chair may delegate certain aspects of his or her authority but remains accountable for the action of the delegate.

Promote Equity and Equality

- To enable equity in practice and strive for equality for all members, staff and Partnership board members. To ensure the Board has and takes responsibility for the organisation's Equality and Diversity Policy and implementation plan.

Profile

- Evidence of success, within or outside of the sport sector, in a Regional or collaborative organisation, Charity, Corporate, Health, Housing, Education, Equalities or Professional Services environment.
- Evidence of the ability to act with professionalism and probity, and with a strong philosophy of equity, inclusion and diversity.
- Evidence of leading in a change environment.
- Experience on other Boards or management where leadership and strategic planning was part of the role.
- Credibility in and knowledge of the Welsh sporting sector.
- Awareness and understanding of issues facing sports organisations at domestic and/or international level.
- Legal and Corporate Governance experience would be beneficial.
- Welsh language speaker desirable

Board Member with Financial Expertise - Specific Responsibilities

The role of finance director will have the additional responsibility of 'Chair of the Finance & Risk Sub-Committee' and will:

- Provide strategic financial direction to support the Partnership Board in meeting its strategic goals.
- Assist the Partnership Board in identifying, understanding, and managing its financial risks.
- In partnership with CCBC ensure SNW is financially robust and sustainable.
- Ensure the Partnership Board is fully compliant with any statutory and regulatory obligations.
- Ensure SNW achieves high standards of financial governance and transparent decision-making.
- To be an authorised signatory for the Partnership Board.
- Candidates to have at least 5 years financial management experience. It is desirable for candidates to have accountancy experience.
- Evidence of success, within or outside of the sport sector, in a Regional or Collaborative Agency, Charity, Corporate, Health, Housing, Education, Equalities or Professional Services environment.
- Evidence of the ability to act with professionalism and probity, and with a strong philosophy of equity, inclusion, and diversity.
- Evidence of leading in a change environment.
- Experience on other Boards or management where strategic planning was part of the role.

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- Credibility in and knowledge of the Welsh sporting sector.
- Awareness and understanding of issues facing sports organisations at domestic and/or international level.
- Corporate Governance experience would be beneficial.

Board Member with Legal Expertise - Specific Responsibilities

- Providing general expertise and advice on all legal matters, in particular, mitigating risk and surpassing charity governance code standards.
- Acting as a mentor and sounding board for Sport North Wales in relation to legal matters.
- Challenging Weightlifting Wales to develop and improve our operations in line with expected public policies, procedures and standard.

Board Member with Marketing / Communication Expertise - Specific Responsibilities

- Supporting and driving SNW marketing, and communications strategy.
- Supporting PR activities in preparation for and during events and regional activities.
- Providing input on commercial packages.
- Providing input press releases, and marketing campaigns

Board Member Representing Young People

Appendix 4 - Sport North Wales Regional Director

Job Description

Sport in Wales is undergoing an unprecedented shift in culture with a Vision capable of inspiring the delivery of bigger, better outcomes for sport.

Strong, vibrant leadership will be vital.

We are therefore seeking a leader who has the skills and passion to play a lead role in community sport in Wales to 'Create an Active Nation where everyone can have a lifelong enjoyment of sport' and deliver on the ambition for Sport North Wales 'to empower our communities in North Wales to be more active, leading healthier and happier lives' - is this you?

Wales is leading the way in participation by young people.....but there is more to do - this will require a new approach, new partnerships and fresh thinking to achieve these ambitious goals. We need to use insight and learning more effectively to meet the future needs of society, capitalising on technology to enable us to plan and deliver in a different way.

The way sport is delivered and administered is changing in Wales. We need the Regional Director of Sport North Wales to seize this exciting opportunity and deliver these changes across the region.

Job Title

Sport North Wales Regional Director

Reports to

Director??, Conwy County Borough Council (employment aspects)

Chair of the Sport North Wales Partnership Board (performance)

Accountable to

Sport North Wales Governance Board

Purpose of the Role

To work with and on behalf of the Sport North Wales (SNW) Board to lead and drive the strategic direction of the partnership to meet its vision and aspirations. You will be required to strategically engage regionally and nationally to further the aims of the partnership, manage the operational running of SNW and ensure that the partnership remains fit for purpose. This will require dynamic leadership to create a step change in approach and thinking and necessitate you to lead with passion and clarity of direction to effectively manage change and ultimately create, develop and lead a high performing organization to deliver this Vision across North Wales.

However, the role will also need to lead from the front and get involved at a more detailed level where the occasion demands in order to ensure that in this start-up phase the partnership is fully supported and that success measures are not missed.

Key Responsibilities & Line Management

Your key responsibilities will initially include line management of a Business Support Officer and over time may involve additional staff responsibilities as the partnership develops.

You will support the Governance Board and the Partnership Board to set the Strategic Direction of the partnership and ensure the delivery of the Business Plan.

Main Duties and Responsibilities

Leading the Future

- Work with both the Governance Board and the Partnership Board to develop and deliver the Vision & Strategy for Sport North Wales and ensure effective lines of reporting and accountability are in place.
- Seek out and engage new partnerships to deliver against its strategic framework
- Be an advocate for Sport North Wales and represent the organisation and the needs of sport in North Wales on appropriate strategic groups aligned to delivery of investment outcomes, including but not exclusively (reducing crime and anti-social behaviour; tackling inequalities, health; social prescribing - 2025)
- Exploit opportunities to develop commercial partnerships and actively seek out sponsorship and income generating opportunities to drive forward the continued growth and development of sport across the region.
- Ensure the organisation develops its “insight” and uses it to inform the priorities for key partners and stakeholders in order to grow participation in sport and physical activity.
- Seek to change and evolve to meet future needs by regularly reviewing and seeking best practice;
- Regularly review and apply learning - learn to improve rather than prove
- Raise the profile of the sport in North Wales through the development of effective marketing and promotional opportunities. Sell the positive messages around sport and what it can do.
- Understand and Influence key political agendas for the benefit of sporting outcomes.
- Drive delivery against the Wellbeing of Future Generations Act

Leading with Others

- Build and maintain an effective working relationship with the Chair and Partnership Board of Sport North Wales
- Provide inspirational leadership for SNW staff team as well as the wider partnership network of staff, instilling a dynamic way of working; develop a culture of learning and development in line with the sports sectors leadership framework
- Develop and manage effective relationships with key stakeholders to include, but not exclusive to Sport Wales, Local authority partners, NGBs, National Partners (Urdd, Streetgames etc), Regional partners (The Outdoor Partnership)
- Influence new partners, both voluntary and commercial to buy in and actively engage in the delivery of the Vision for Sport North Wales.

- Build effective networks to help sell key messages and leverage influence around the value of sport to the North Wales community, leading to delivery of enhanced outcomes.

Leading for Results

- To lead on the implementation of Sport North Wales Strategy through an effective operational plan and the development of other future strategies, policies and business plans as relevant.
- Ensure effective Performance management systems are developed and implemented allowing regular reporting on progress against targets and outcomes to Board and funding partners.
- Ensure Sport North Wales has a commitment to continuous improvement and regular reviews are built in to ensure the organisation remains at the forefront of industry best practice.
- To manage all the resources (human, financial and physical) effectively and efficiently to ensure that as much resource as possible drives through to support delivery.
- Oversee the sound financial management of the organisations budget and develop broad based and varied income streams to sustain the medium to long-term future of the organisation
- Be agile to be able to respond and capitalise on external changes
- Support the Board to deliver against the Governance and Leadership Framework for Wales, meet the requirements of the Capability Framework and its legal requirements.
- Ensure that equality and diversity is embedded into the practices and principles of Sport North Wales. This should include demonstration that the impact of those who share a protected characteristic, and in addition Welsh Language and Socio Economic disadvantage is considered and understood.
- To ensure financial regulations are adhered to and it sets and achieves the highest standards of accountancy and financial probity.
- To ensure that SNW is compliant with all regulatory requirements in relation to health and safety, safeguarding, equality and diversity.

Leading Myself

- Leads by example, demonstrating authenticity, fairness and positive values
- Reflects and recognises how own behaviours affects others and adapts style accordingly to get the best out of others
- Accepts and adapts to constant change and commit to continual improvement
- Embraces new challenges and seeks regular feedback
- To attend training and development opportunities relevant to the post as well as ongoing personal development

COMMITTED TO SAFEGUARDING

Appendix 5: Safeguarding Statement of Intent Sport North Wales



Sport North Wales acknowledges the duty of care to safeguard and promote the welfare of children and adults at risk and is committed to ensuring safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice and Sport Wales requirements.

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This statement of intent recognises that the welfare and interests of children and adults at risk are paramount in all circumstances. Future policies will aim to ensure that regardless of age, ability or disability, gender reassignment, race, religion or belief, sex or sexual orientation, socio-economic background, all children and adults at risk

- have a positive and enjoyable experience of sport and activity in North Wales in a safe and where appropriate a child / adult at risk centred environment
- are protected from abuse whilst participating in Sport North Wales programmes or activities.

Sport North Wales acknowledges that some children, including disabled children, young people and adults at risk or those from ethnic minority communities, can be particularly vulnerable to a range of abuse and we accept the responsibility to take reasonable and appropriate steps to ensure their welfare.

As part of our safeguarding policy Sport North Wales will

- promote and prioritise the safety and wellbeing of children, young people and adults at risk.
- ensure that everyone associated with the activities of Sport North Wales understands their roles and responsibilities in respect of safeguarding and is provided with appropriate learning opportunities to recognise, identify and respond to signs of abuse, neglect and other safeguarding concerns relating to children, young people and adults at risk.
- ensure appropriate action is taken and procedures are followed in the event of incidents/concerns of abuse and support provided to the individual/s who raise or disclose the concern
- ensure that confidential, detailed and accurate records of all safeguarding concerns are maintained and securely stored
- prevent the employment/deployment of unsuitable individuals
- ensure robust safeguarding arrangements and procedures are in operation.

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The organisation will ensure that it has in place:

- DBS Checks
- Safeguarding policy and procedures.
- A safeguarding plan (dashboard) which is reviewed annually as part of the operational planning process.
- Commitment and progress towards the achievement of Sector led safeguarding standards will be reported in the annual performance report of Sport North Wales.

Sport North Wales will ensure that delivery partners (plus wider network.....) have in place the following minimum safeguarding standards.

- Safeguarding policy and implantation plan detailing:
- Procedures for reporting concerns about a child or adult at risk. (dashboard)
- Recording safeguarding incidents, concerns and referrals.
- Dealing with complaints by parents and young people
- Procedures for recruiting staff/volunteers, which includes guidance on those roles that require DBS checks
- A rolling programme of safeguarding awareness training for all roles that provide regular and/or significant responsibility for/contact with children and adults at risk.

Sport North Wales will ensure that there is a board member with responsibility for safeguarding
Safeguarding will also feature on the organisations risk register

The policy and procedures will be widely promoted and are mandatory for everyone involved with Sport North Wales.

Failure to comply with the policy and procedures will be addressed without delay and may ultimately result in dismissal/exclusion/release from the organisation's activities.

Monitoring

The agreed SNW Safeguarding policy will be reviewed a year after development and then every three years, or in the following circumstances:

- changes in legislation and/or government guidance
- as required by area Local Safeguarding Boards, and/or Sport Wales
- as a result of any other significant change or event.

DRAFT

COMMITTED TO EQUALITY AND DIVERSITY

Appendix 6: Draft Equality and Diversity Statement of Intent Sport North Wales



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Equality and Diversity Statement of Intent

Equality Statement of Intent

Sport and Physical activity have the ability to inspire individuals and communities to build upon confidence, skills, health and wellbeing. It has the power to unite people in a way that little else does.

Sport North Wales is fully committed to ensuring that sport and physical activity is readily accessible, appropriate for the needs of, and diverse in its offer for all residents, communities and visitors to North Wales.

Sport North Wales will ensure the promotion of the Welsh language and that a vibrant Welsh Culture is at the heart of all policies, programmes and communications.

In developing this draft statement of intent Sport North Wales acknowledges its legislative duties and recognises and endorses the Well Being of Future Generations (Wales) Act 2015 in its ambition to create a more equal Wales.

The Sport North Wales Vision is:

‘To empower our communities in North Wales to be more active, leading healthier and happier lives’

Sport North Wales is fully committed to ensuring that no employee, volunteer, official, coach, tutor, member, athlete, participant, club or job applicant receives less favourable treatment on the grounds of disability or impairment; age; gender identity and assignment; sex; ethnic origin; nationality; parental, marital, or civil partner status; pregnancy; religious belief; class, social or financial background; sexual preference; Welsh language; or political belief.

Fair treatment, provision of opportunity and intent is regarded by Sport North Wales NOT as a privilege for some, but as a right for all.

Sport North Wales will develop a range of policies and resources that advocate and model an inclusive culture that will be shared by employees, partners and delivery and commissioned organisations to ensure that inclusion and fairness is at the heart of all planning, delivery and policy development.

Sport North Wales are fully committed to ensuring that an inclusive culture becomes a habitual approach for all who are engaged in the co-ordination, management, delivery or participation in physical activity (including sport) across North Wales.

To achieve this Sport North Wales commits to delivering against the following Equality Objectives. These are consistent with those identified by Welsh Government, Sport Wales, and are aligned to the Governance and Leadership Framework for Wales

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SNW believes that there is a reciprocal relationship between Diversity and Equality. By focusing on the Objectives below, diversity is achieved through consciously taken actions (equity) which ensure equitable practice is valued and delivered. It is through this approach that SNW will work toward achieving both equality and diversity across all aspects of its service.

Equality Objectives

Equality Objective 1:

To showcase and embed an inclusive culture through all SNW practice and behaviours

Equality Objective 2:

To proactively engage with Equality Organisations to ensure high value is reflected around diversity and equity within all SNW-led community profiling, data collection, collaboration, consultation and provision.

Equality Objective 3:

Ensure that the SNW workforce and leadership team ([*Board*] and Staff) are supported in the development of their awareness of diversity and equity through access to sector-leading training and Continuing Professional Learning.

Equality Objective 4:

Ensure that recruitment and review processes identify that diversity and equity is respected and valued; and positive action is taken to communicate with diverse communities regarding opportunities for employment and engagement.

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Implementation

Equality Objective 1: To showcase and embed an inclusive culture through all SNW practice and behaviours		
Focus	Action	Measure of Success
Work towards achieving Objective 4 of The Governance and Leadership Framework in Wales	Governing board (legal entity to be determined) made up of individuals with the relevant balance of skills, knowledge and experience to meet the needs of Sport North Wales	
	A board, sub-committees, working and task and finish groups reflecting a 60/40 female/male ? gender balance. SNW will review and seek to reflect wider diversity demographics of Wales and take account of these when recruiting for its Governing Board and any other related sub-committees	
The Senior Leadership team and Board will take shared responsibility for equality and demonstrate 'inclusive' behaviours	Diversity Champion elected on the board	
	Achieve recognised equality standards	
	Regular engagement meetings with key partners who support the sport, leisure and recreation sectors in matters of diversity and equality	
Tackling inequalities is one of our Community Sport Investment Outcomes	Strategic objectives will contribute towards achieving a narrowing of the gap in sport and physical activity between the general population and identified focus groups as highlighted above	

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Equality Objective 2:

To proactively engage with Equality Organisations to ensure high value is reflected around diversity and equity within all SNW-led community profiling, data collection, collaboration, consultation and provision.

Focus	Action	Measure of Success
Develop public measures/KPIs to assess the impact of equality and diversity in our work	Data profiling to better understand our participants and workforce	
	Outline local demographics and areas of under representation or inequalities, particularly, those living in poverty, women and girls, BME, Disabled people, older people, other inequalities and/or groups identified by specific local communities.	
Check equity and diversity is present within all planning and delivery	SNW Strategy, Annual, Operational plans, and Measures are Equality Impact Assessed prior to implementation	
	Equality Impact Assessments completed on all areas of programme provision during planning	
	Equality Impact Assessment of any partner organisations that we commission / or support our delivery	
	Support National Governing Bodies, Disability Sport Wales and other agencies in the development of accessible and equitable, athlete centred pathways	
Work with, listen to and value the advice and guidance of partners who currently support the sector in matters of diversity and equality in Wales	<ul style="list-style-type: none"> • Disability Sport Wales • LGBT Sport Cymru • Stonewall Cymru • BAME Sport Cymru • Diverse Cymru • Street Games Wales 	<ul style="list-style-type: none"> • Welsh Sports Association • Sport and Recreation Alliance • UK Coaching • CIMSPA • Disability Wales • Learning Disability Wales

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Equality Objective 3:

Ensure that the SNW workforce and leadership team ([Board] and Staff) are supported in the development of their awareness of diversity and equity through access to sector-leading training and Continuing Professional Learning.

Focus	Action	Measure of Success
Diverse representation of experience, skills, knowledge and competencies throughout the workforce	Annual appraisal of board and staff need training needs	
	EIA Skills Matrix annually prior to administration	
	Provide appropriate diversity and equality training for the Sport North Wales Board, leadership team and if appropriate delivery partners	

Equality Objective 4:

Ensure that recruitment and review processes identify that diversity and equity is respected and valued; and positive action is taken to communicate with diverse communities regarding opportunities for employment and engagement.

Focus	Action	Measure of Success
All recruitment and human resource policies reflect best practise in relation to diversity and equality	Agree a Welsh language Policy	
	All Policy is Equality Impact Assessed on a rolling matrix of review	
All information in formats reflective of, and accessible to the diverse groups present within the region	Agree an Accessible Formats Policy	

Appendix 7: Physical Literacy Plan on a Page

Building a Healthy North Wales (BAHNW)_Physical Literacy (PL) Project

Physical Literacy Awareness session

Aim: Awareness raising plus **call to action** for physical literacy champions within organisations. Widespread awareness raising of key messages.

- What is the plan for North Wales?
- What is physical literacy?
- What does physical literacy mean in your work?
- How can you consider change in your practice?

Call to action – winning hearts and minds using systems leadership principals.

Tool: Face to face workshops / Online Live sessions

Bespoke Workshop / Online lives sessions / meetings

Aim: Leadership buy-in. Defining new pieces of work / recruitment of champions

Tool: Workshop / Online live meetings / slides and discussion

Potential Project Areas for Trial:

Healthy Schools and Early Years Settings	Sport North Wales Teams in each LA	E.g. Conwy/Outdoor Sector	E.g. Anglesey Family Football Trial
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Trial Projects

- Development of key pieces of work / Trial projects
- Capture lessons learnt and how to roll out further
- Evaluation using a variety of methods including system leadership principals.
- Develop a toolkit of resources as appropriate

Mentoring / Training and Support

- Development of a *train the trainer* model for our advocates so that they can design a bespoke version of the Awareness Session to support other team members within their organisation to adopt a PL approach in to their work
- PL Consultants to provide ongoing mentoring for PL advocates
- PL Consultants to support the 'PL Champions' to evaluate their work

Ongoing resource

- **Workshop / Online live Awareness Session.**
Aim: Toolkit to be used by Physical Literacy Champions to encourage the widespread awareness raising of key messages.
- **Physical Literacy resources for Early Years**
- **Physical Literacy Strategic Vision and Action Plan 2021 onwards**

Appendix 8: Guidance and Background on Accountability

Sport Wales - Partnership Agreement

ACCOUNTABILITY

A new approach to accountability

Our new approach to Accountability moves us away from outcomes-based performance management to a focus on creating great partnerships and encouraging learning. We want to create a safe space where partners are encouraged and supported to give an honest account of their actions and to prioritise collection of insight which is useful to help them learn and improve (rather than to satisfy us as a funder).

Using Accountability Statements

In the first instance, we will be using a series of Accountability Statements to guide us in this direction and encourage reflective practice. Put simply, the Accountability Statements are a series of questions which invites the respondent to consider what they are doing and learning in a particular area. The Accountability Statements that we are using in the first instance are structured around the six strategic intent statements from the Sport Wales Strategy:

1. To be person centred - *How do you ensure that the needs and motivations of the individual are leading delivery, whether just starting out, aiming to progress or striving for excellence on the world stage?*
2. To give every young person a great start - *What are you doing to ensure that young people are given skills, confidence and motivation to enable them to enjoy and progress through sport? Are you able to demonstrate how activity in this area gives participants the foundations to live a healthy, active and enriched life?*
3. Ensure everyone has the opportunity to be active through sport - *To what extent are you able to offer inclusive opportunities and how do you know that these provide a great experience to those involved?*
4. Bring people together for the long term - *In what ways have you used insight and learning to collaborate with others and to ensure that individuals' experiences of sport become more sustainable and more successful?*
5. Showcase the benefits of sport - *Can you describe how you evidence, showcase and celebrate the benefits of sport?*
6. Be a highly valued organisation - *How has (and how hasn't) Sport Wales acted with integrity, added value and encouraged innovation in its partnership with you?*
7. Free-flow question - *What has been your biggest learning over the last period and why?*

Research shows that in developing and reflecting on statements like these, those using them are able to clarify what success looks like, what's getting in their way and what action should be taken - all in terms that are meaningful to them. They can provide a mechanism for shared sense-making that goes beyond the narrow view that specifications, targets and objectives offer, encouraging people to use their peripheral vision, to surface their uncertainties early and often and to offer each other constructive challenge along the way.

In the long term...

Our new approach to accountability is emerging. We aspire to learn as we go and work with partners to develop the approach. Over time we will look to develop a series of 'maturity ladders' aligned to the Accountability Statements to help us assess and monitor a partners progress in a standardised way. But we know we can't predict the future, so watch this space!

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Sport Wales wants to agree a way of working with partners that generates discussion around and collects learning and evidence against the Accountability Statements. We envisage this approach evolving and adapting over time.

Sport Wales are keen to understand

- A partners preferred approach to working with Sport Wales around the Accountability Statements, including how the partner intends to embed the use of the statements within its organisational practice
- The support that they may require in adopting this new approach to Accountability

We are also looking for partners to pledge:

- A commitment to being learning led and using their own data and insights to improve current practice
- Their support for the collaborative development of a suite of maturity ladders against the Accountability Statements that will support sector wide progress and improvement.

INVESTMENT PRIORITY AREAS



Disability Sport Wales

Appendix 9 - Initial Equality Impact Assessment (iEIA)



Name of Officer submitting the document/policy/programme/opportunity paperwork:	Name of document/policy/programme/opportunity being assessed:
Michelle Daltry	Sport North Wales Business Case V1

Date paperwork completed:	Date of renewal assessment:
29/9/2020	29/9/2021

Is this a new document/policy/programme/opportunity?

Yes No

Briefly summarise the purpose of the document/policy/programme/opportunity, and its desired outcomes.

Purpose The Sport North Wales (SNW) Vision has been developed through the collaborative partnership which comprises SNW, as a response to the health inequalities and physical activity challenges identified in North Wales. This Vision articulates SNW’s response to the new approach to delivery of community sport and activity set out by Sport Wales.

The Sport Wale’s vision for a new delivery model for community sport and activity represents a move from the current programme-led approach, to an outcome-led approach, aligned to the Wellbeing of Future Generations Act, Vision for Sport in Wales, (Welsh Government Strategy), and the new Equality Policy.

Outcomes ‘To empower our communities in North Wales to be more active, leading healthier and happier lives’

Everyone can fulfil their own potential
 Everyone has the opportunity to be active through sport and physical activity
 People in North Wales lead physically active lives
 People have the skills, confidence, and motivation to be active through sport

Who should benefit from the document/policy/programme/opportunity, and in what way?

Beneficiaries	How?
<p>Population of North Wales – “Getting EVERYONE Active in North Wales, For Life”.</p> <p>Specific reference to children, young adults, adults and O60 population. Welsh Government, Sport Wales and key partners: 6 Local Authority Partners</p> <ul style="list-style-type: none"> • Conwy • Denbighshire • Flintshire 	<p>SNW is seeking to achieve:</p> <ul style="list-style-type: none"> Champions & Raises Profile of Sport Long Term Partnership & Funding Agreement Effective, Highly Performing & Agile Organisation Leveraging in additional Funding Diverse, Skills based Board and Leadership Structure Co-terminus with agencies Economies of Scale & reduced overheads Possessing access to local networks and community intelligence Connected network to a common goal <p>1.To modernize, improve and develop a sustainable sport sector in North Wales ensuring a balance between leadership and governance to realize the Vision and set the strategic direction for North</p>

Appendix 9 - Initial Equality Impact Assessment (iEIA)

<ul style="list-style-type: none">• Gwynedd• Ynys Mon• Wrexham <p>Public Health Wales Bangor University Glyndwr University Disability Sport Wales Betsi Cadwaladr University Health Board GWE Regional Housing Associations (6 housing associations represented via one person) Social Sector Representative</p>	<p>Wales through skills-based diverse Governance and Partnership Boards;</p> <p>2. Creating the conditions necessary for the sector to respond proactively and dynamically to the challenges placed on public bodies by the Future Generations (Wales) Act 2015 to consider the long-term impact of their decision-making and prioritize working with people and communities;</p> <p>3. Increase participation in sport through:</p> <ul style="list-style-type: none">• acting with integrity, accountability and transparency;• prioritizing workloads and areas that can make the biggest difference;• focusing on behavior and culture;• putting participants at the heart of decision-making and ensuring a participant-focused approach;• establishing a basis for conversations about how the SNW Members can improve as organizations; and• a focused outcomes framework which targets children, young adults, adults and over-60s. <p>4. Tackling the socio-economic challenges confronting those involved with community sport;</p> <p>5. Tackle inequality in sport and cater for the diverse nature of the sector to ensure the safety, wellbeing and welfare of all participants in sport;</p> <p>6. Ensuring a strong approach to health and safety compliance pervades all activities of the Collaboration;</p> <p>7. Ensuring that safeguarding standards are met in all areas of Sport North Wales;</p> <p>8. Attracting investment from other sources of funding; and</p> <p>9. Promote equality, diversity, sustainability and inclusivity in all actions.</p>
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How has equality been considered in the development/review of the document/policy/programme/opportunity?

Disability Sport Wales have engaged though out the process as support around the proactive inclusion of disabled people across programmes from strategy though delivery.

Appendix 9 - Initial Equality Impact Assessment (iEIA)

Disability Sport Wales have acted within a broader capacity as a regular check and challenge and sounding board around all areas of equality, diversity and inclusion.

All commissioned partners have reflected local and regional priorities relevant to equality, diversity and inclusion.

Equality and Diversity has been embedded as a core value for the new operating model Sport North Wales has aligned to the Wellbeing of Future Generations Act which includes specific reference to “A More Equal Wales”.

Sport North Wales seeks to tackle health and wellbeing inequalities as a shared priority of the SNW partnership (section 1.8)

All organizations are committed to making a difference to participation in sport and reducing inequalities in North Wales (section 1.13)

Does this document/policy/programme/opportunity meet DSWs Diversity Objectives (see Appendix 1)?

Yes

No (refer back to submitting Officer for review)

Not applicable

If YES, please identify which Diversity Objectives it meets:

DO1

DO2

DO3

DO4

DO5

DO6

Does this document/policy/programme/opportunity form part of DSW's recruitment processes?

Yes No

What is the extent of the impact of this document/policy/programme/opportunity?

	High	Low	Not Applicable
Numbers of participants involved/to be involved	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff working practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intent to influence diverse range of groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff members quality of life	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff members access to work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delivery of DSW's Mission and Vision	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delivery of DSW's Priorities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does this document/policy/programme/opportunity require a full Equality Impact Assessment group meeting?

Yes No

Who else has been consulted in the completion of this iEIA?

Name/Source	Name/Source
Michelle Daltry	
Role - Partnership Manager	Role
Organisation – Disability Sport Wales	Organisation
Reason for consultation Ensuring disabled people are reflected within process, practice and procedures. Deployment of 6 Local Authority Based Disability Sport Wales Development Officers and 1 Get Out Get Active Officer (North)	Reason for consultation

Recommendations

See Appendix 1: Tracked Changes suggested within the original document/policy/programme/opportunity. Each recommendation links to the identified comment alpha-numeric.

Recommendations for change	Reason for suggesting change	Beneficiaries ¹ (by group)
<p>2.12 & fig 2.1 – gender balance of 60/40 To be changed to a minimum of 40%</p>	<ul style="list-style-type: none"> 60/40 reflects a binary understanding of gender and excludes anyone who may identify as anything other than male or female. 60/40 suggests an absolute of assumed 60 male and 40% female rather than a minimum requirement 	<ul style="list-style-type: none"> Women Transgender individuals
<p>2.12 & fig 2.1 – consider broader diversity makeup of both Governance Board and Partnership Board – link to 3.3 and draw out specific data from within the SSS 2018</p>	<ul style="list-style-type: none"> Assume gender diversity has been identified from the G&L framework however this may lead to an assumption of priority re gender / sex vs other protected characteristics 	<ul style="list-style-type: none"> All protected characteristics
<p>1.7 – extend data streams to reflect representation of participation from those within specific communities. Append document or link in to 3.14 with high level data to reflect current engagement levels of specific protected characteristics</p>	<ul style="list-style-type: none"> Higher level data reflected within the business case is sound however does not drill down into broader inequalities that may exist. MD to contact Sport Wales to look towards regional specific data for North Wales re specific equality strands. 	<ul style="list-style-type: none"> All protected characteristics
<p>1.14 – extend partner consultation to include those with a specific expertise around each of the protected characteristics</p>	<ul style="list-style-type: none"> Equalities steering group would strengthen engagement with and trust from within specific community groups. 	<ul style="list-style-type: none"> All protected characteristics

¹ It is important to note that not all people from groups who share the identified protected characteristics will be beneficiaries of the change, but some may.

1.2 – Define which Equality strategy you are referring to

- Clarity on frameworks being utilized.

- All partners

Sign off Section

This initial Equality Impact Assessment was completed by:

Name	Organisation	Disability Sport Wales	Job Title
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Signature	Date
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This initial Equality Impact Assessment was quality assured by the Lead Officer for Equality on the DSW Board:

Name	Experience
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Signature	Date
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Monitoring and Evaluation Process

Identify the review cycle for this programme/project/policy

Date of Initial Review:	Officer responsible for leading the review:
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Outcomes of initial review:

Appendix 1: DSW Diversity Objectives

Diversity objective 1:

Ensure a diverse representation of experience, skills, knowledge and competencies throughout the company workforce and DSW Board

Diversity Objective 2:

Ensure that the DSW workforce, leadership team and membership are supported in the development of their awareness of diversity and equity through access to training and Continuing Professional Learning.

Diversity Objective 3:

Ensure that recruitment and review processes value diversity and equity, and take positive action to make all communities who share protected characteristics aware of opportunities for employment, and when employed that diversity is respected and valued.

Diversity Objective 4:

Ensure that all formal DSW business, events and information is accessible to diverse groups within Wales

Diversity Objective 5:

Ensure that a high-value around diversity and equitable practice remains at the heart of all DSW provision, action, data collection, and consultation.

Diversity Objective 6:

To proactively work with partners to influence and ensure that their diverse and equitable practice is supported and challenged so as to reflect best practice in a Proud Sporting Nation.
