

Minutes of the Sport Wales Board meeting held on 28 November 2019 at the Sport Wales National Centre

Present: Lawrence Conway (Chair), Pippa Britton (Vice Chair), Ashok Ahir, Ian Bancroft*, Rajma Begum, Dafydd Trystan Davies, Delyth Evans, Nicola Mead-Batten, Hannah Murphy, Leigh Robinson, Phil Tilley, Alison Thorne, Martin Veale (Items 1 to 5.5).

**Ian Bancroft was not present for Item 5.1.1*

Staff attendance: Sarah Powell (CEO), Paul Randle (PR), Graham Williams (GW), Brian Davies (BD), James Owens, (Item 5.3), Owen Hathway (Item 5.5), Tom Overton (Item 5.5), Amanda Thompson (minutes)

Observers: David Rosser (Welsh Government) (Items 1 to 5.1.1), Eleri McLennan (Young Ambassador), Isabelle Michelson (Step to Non Exec programme)

1. Welcome

The Chair welcomed all to the meeting. An apology for absence was recorded from Judi Rhys. The Chair announced that the CEO would be taking adoption leave from 2 December until the summer 2020. After an internal interview process, the Welsh Government had appointed BD as Acting CEO.

2. Declarations of interest

Ian Bancroft and Leigh Robinson for paper SW(19)49

3. Minutes, Action Log, Decision Tracker and Matters Arising

The minutes of the last meeting of 10 September 2019 were accepted as a true and accurate record. The action log and decision tracker were noted. No matters arising were raised.

4. Chair & Executive Report

4.1 Chair & Executive report

The CEO presented this report and highlighted:

- **National Lottery (NL) 25th anniversary.** The 4th licence for operating the NL was under review and it was hoped that the proceeds would continue to support the good causes. Camelot's Board would meet in Cardiff next spring. The Chair hoped that some engagement between them and the Lottery Distributor Boards in Wales would be possible.
- **Young Ambassador's National Conference,** held on 8 November, marked the 10th anniversary of the highly successful YA scheme.
- **Free Swimming.** The Chair and CEO met the Deputy Minister for Culture Sport & Tourism and the Minister for Health & Social Services on 27 November. A proposal from Sport Wales in collaboration with the Older Peoples Commissioner for an Over 60s Active scheme was put forward. If funding was forthcoming, the scheme could potentially start in April.

Members noted the report.

Paper Ref: SW(19)47

4.2 Board & Governance Overview

Members discussed the report. The following changes were noted:

- **Audit & Risk Assurance Committee:** Judi Rhys to stand down. Members were Martin Veale (Chair), Ashok Ahir, Nicola Mead-Batten, Alison Thorne and two Independents, Robert Williams and Gareth Jones.
- **CSAP Project Board:** Delyth Evans, Hannah Murphy and Rajma Begum to join current Members Ian Bancroft (Chair) and Phil Tilley.
- **Partner Board Diversity:** Rajma Begum to join Leigh Robinson (Chair) and Alison Thorne.
- **Sport Wales National Facilities Review:** In November Delyth Evans had joined Alison Thorne (Chair) and Phil Tilley.
- **Advocacy & Policy** work would be supported by Ashok Ahir, Delyth Evans, Hannah Murphy, Dafydd Trystan Davies and an Independent, Matthew Greenough.

The Vice Chair asked Members to complete the Board Skills Matrix in time for review at the Board Development session on 10 December.

Paper Ref: SW(19)48

5. Policy & Scrutiny

5.1 Community Sport & Activity Programme (CSAP) update

GW gave an update on Sport North Wales and the roll out of the programme across Wales.

5.1.1 Sport North Wales

- Work to determine the appropriate governance model was nearing completion and was recommending adding a formal legal structure hosted by one of the six local authorities.
- Work to determine the Strategic & Delivery Outcomes was also nearing completion, having developed a vision, mission statement and key areas of focus. The next stage would be to operationalise this work through the development of the first-year delivery plan.
- The SWW Partnership Board had asked to meet Sport Wales shortly to present a revised approach to delivery of the Business Case. It was anticipated that this would provide evidence of continued progress and momentum and allow transition to the next stage, including the appointment of an Executive Lead.
- It was agreed that it would be important for Sport North Wales to maximise funding opportunities on a cross sector basis, including both cash and in-kind support.

5.1.2 Rest of Wales

- The three engagement days were successful. 36 EOIs were received, 19 of which expressed an interest in being a lead organisation. There was a strong recognition of the need to work collaboratively and with a diverse range of partners, as well as two consortia submissions.
- Following formal evaluation of the EOIs, the next step was to go to the Outline Solutions stage. This would be discussed further at the CSAP Project Board meeting on 2 December.
- The CSAP Project Board would discuss the new regional footprint advised by the Welsh Government. Members agreed it would be prudent for CSAP to align to that trajectory.
- The roll out process would take on board the importance of allowing time to put the right partnership together (both in North Wales and the rest of Wales). Rushing the process would risk long term sustainability and outcomes.

ACTION: GW to circulate an update to the Board following the CSAP Project Board's meeting.

Paper Ref: SW(19)49

5.2 Sport Wales National Facilities review

PR gave an update on the progress made for the review of Plas Menai National Outdoor Centre and the Sport Wales National Centre.

5.2.1 Plas Menai

Since September discussions had been held with the outdoor sport NGBs and a day of soft market testing had been held on 15 November with sports management companies. The outcomes of these conversations added positively to the research and thinking.

Sports management companies offered operational efficiencies and innovative approaches to generate income. They had shown genuine interest in Plas Menai. The NGBs were keen to see the continuance of a national outdoor centre for Wales, owned from within Wales, to benefit the economy of North Wales and be a focal point for training, education and community engagement. There was a desire to see Plas Menai focus more on outdoor activities, increase its outreach, develop its ability to create a skilled workforce, contribute to the health and wellbeing provision for the local community and continue to impact positively on the local economy.

PR said Plas Menai's sales and marketing team had worked hard to achieve an increase on the financial position.

It was recommended and agreed that the Board should now prioritise two future management options – outsourcing and a joint venture. The next report to the Board would be given in February.

5.2.2 Sport Wales National Centre

BD summarised the analysis of research undertaken to date. The findings so far leaned towards a recommendation that a new build on a new site was needed. It was agreed that the Executive would engage an external consultancy to review options in more detail. A further report would be given to the Board in February.

Paper Ref: SW(19)50

5.3 Partner Investment Model

JO updated Members on the progress made on the Partner Investment Model (PIM) and asked for approval of the criteria, weighting and accountability statements. JO circulated the Deloitte LLP's Partner Investment Criteria Review report.

There was discussion around the wider impact of the new strategy on older people. JO confirmed an impact assessment had been done and the model aligned to the priorities within the new strategy. JO would check to ensure the most up to date BME population figures were being used in the weighting criteria.

Further sensitive work remained to be done before an announcement would be made in May/June next year. 2020/21 would be a year of transition before the funding changes began in 2021. Sport Wales had taken a cautious approach to ensure there had been plenty of notice of the changed approach and to mitigate risk of uncertainty. Members approved the criteria, weighting and accountability statements within the report, subject to checking the most up to date population figures were being used.

Paper Ref: SW(19)51

5.4 Pay and Grading update

PR provided an update on the implementation of the pay and grading changes which had now been completed. The key revisions to the original proposals were the provision of transitional arrangements and the introduction of a voluntary exit scheme. All staff had now chosen either to opt in or out of the new pay and grading system or apply for voluntary exit. 10 staff had been accepted for voluntary exit and would leave Sport Wales by the end of December. Members noted the report.

Paper Ref: SW(19)52

5.5 Business Plan 2019/20 Q2 report

OH and TO reported on the second quarter of the year and outlined future actions developed from that work. Over the past quarter it had been learned that:

- Staff could track progress through the reflection logs.
- Staff are better able to pick up again on areas standing still.
- The wider organisation is starting to make the shift to reflective planning.
- There are fewer actions regarding the growth and sustainability of participation for those already active. This is not unexpected as much of this activity is delivered through partners.
- The investment work is a cultural shift, and some partners have embraced this approach.

The key pieces of work over the next quarter would be:

- Resource strategy development
- Organisational re-design
- Wales Sports Awards
- Partner progress sessions
- School Sport Survey planning

The Business Plan would be presented as a live register in time for the next Board meeting.

Paper Ref: SW(19)53

5.6 Climate Change Emergency

The Branch Executive Committee (BEC) of the PCS Union requested that Sport Wales formally declare a climate change emergency and committed to taking action to achieve a carbon neutral position by 2030. After debate it was decided that Sport Wales would recognise the climate change emergency and support the Welsh Government's position on the matter.

ACTION: PR to circulate exact wording of a formal statement to Members by email.

Paper Ref: SW(19)61

6. Finance & Corporate Risk

PR presented the financial position for the period ended 31 October 2019 based on draft internal management accounts and excluding adjustments for statutory reporting requirements. Two significant budgets were added - the Place for Sport remaining balance (capital investment to be spent by March 2020) and the Healthy & Active Fund.

The budget for 2020/21 would come before the Board in February. The Welsh Government had not yet issued draft budget figures. It was hoped that the Place For Sport capital investment scheme

might continue. Following the Welsh Government elections in May 2021, budgeting was expected to be based on a three-year period rather than the current one-year timeframe.

There had been a positive increase on Plas Menai's income projection for the year, up around £150k on a like for like basis compared to this period a year ago. The reopening of the pool and more income derived from the yacht and course sales promotions had helped the position.

Members noted the report.

Paper Ref: SW(19)54

7. Young Ambassador Steering Report

EM gave the report from the Young Ambassador Steering Group. The main areas of focus were:

- Update on activity in Powys
- Recruitment to the 2019/20 Steering Group
- National Leadership Academy, September 2019
- National Conference, celebrating 10th anniversary of the YA programme
- YA survey and YA audit for 2018/29
- YA newsletter (Board Members were included on the circulation list)

8. Consent Agenda

8.1 Remuneration Committee Report

The Remuneration Committee had agreed the CEO should receive the Welsh Government's cost of living pay award. Members noted the report.

Paper Ref: SW(19)55

8.2 Safeguarding Update

The report provided an overview of the safeguarding work, the impact it was making, any challenges and the steps being taken to mitigate risks. Members noted the report.

Paper Ref: SW(19)56

8.3 International Strategy Consultation

The report informed Members of the response given by Sport Wales to this consultation. Currently sport does not form a prominent part of the Welsh Government's activities within its international strategy. There is recognition for sports value within the strategy, but no tangible actions or support committed to utilising its impact as part of the strategy. Members noted the report.

Paper Ref: SW(19)57

8.4 Strategic Equality Plan

The report provided assurance of compliance with the Public Sector Equality Duty and shared the approach, progress and considerations. Sport Wales had signed the Wales Public Bodies Equality Partnership MOU. Members noted the report.

Paper Ref: SW(19)58

8.5 Governance & Leadership Framework for Wales (GLFW)

The report provided an update and information on the GLFW, which had been revised and re-issued online and in print during November 2019. Members noted the report.

Paper Ref: SW(19)59

8.6 Physical Literacy update

Following on from the presentation by Liz Durden-Myers to all the Board, this report updated Members on the work undertaken on physical literacy. Members noted the report.

Paper Ref: SW(19)60

9. Groups and Standing Committees

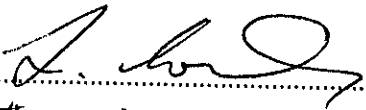
The respective meeting minutes were noted. No issues were raised.

10. Any Other Business

- Members should expect to see digital transformation embedded across all areas of work.
- Wales Sports Awards: Concern was expressed at the amount of resources being spent on this event. Post-event evaluation would be shared with Members.

11. Dates of next meetings

13/14 February, 13/14 May, 6/7 July, 15/16 September, 26/27 November (Plas Menai)

Signed:  Lawrence Conway CB, Chair

Date: 24th February 2020