



# SPORT WALES

## SPORT WALES INTEGRATED ANNUAL REPORT 2019-2020



### REPORTING ON OUR EQUALITY DUTY AND WELL-BEING OF FUTURE GENERATIONS DUTY



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# 1. INTRODUCTION

The reporting year 2019-20 was a period of transition for the Sport Wales' Equality duty and Well-being duty. During the year we made a significant change in the approach to developing equality objectives as Sport Wales joined 10 other organisations to form the Wales Public Bodies Equality Partnership (WPBEP) to jointly establish shared equality objectives. This included engagement with stakeholders and the public in consultation to produce the equality objectives with support from skilled external facilitators. The shared equality objectives came into effect from 1st April 2020.

The ground-breaking shift to shared equality objectives illustrates how the equality and well-being objectives can inter-connect and overlay. The actions of forming a partnership to set and then to jointly implement equality objectives has been done to work more effectively across the public sector through taking a long-term approach of collaboration and integration.

Sport Wales developed its new strategy, which launched in May 2019. This strategy identified six Strategic Intent Statements that also became the organisation's Wellbeing objectives. This shift in approach ensures that our wellbeing objectives are at the heart of our strategy and become embedded in our everyday work.

## THE WELL-BEING OBJECTIVES:

### 1.1 TO BE PERSON CENTRED:

The needs and motivations of the individual lead the delivery, whether just starting out, aiming to progress or striving for excellence on the world stage.

### 1.2 TO GIVE EVERY YOUNG PERSON A GREAT START:

Every young person has the skills, confidence and motivation to enable them to enjoy and progress through sport; giving them foundations to lead an active, healthy and enriched life.

### 1.3 TO ENSURE EVERYONE HAS THE OPPORTUNITY TO BE ACTIVE THROUGH SPORT:

Sport is inclusive and provides a great experience for all.

### 1.4 TO BRING PEOPLE TOGETHER FOR THE LONG-TERM:

There is a collaborative, sustainable and successful sports sector, led by collective insight and learning.

### 1.5 TO SHOWCASE THE BENEFITS OF SPORT:

The impact of sport is evidenced, and sport's reach is fully understood, valued, showcased and celebrated throughout Wales.

### 1.6 TO BE A HIGHLY VALUED ORGANISATION:

Sport Wales is a respected organisation, striving to overachieve by delivering a first class service through our valued staff.

# 2. SPORT WALES WELL-BEING STATEMENT

## INTRODUCTION

Sport Wales has integrated its well-being objectives into the core of its strategy as the six Strategic Intent Statements. The process of this integration began in the Framing Sport in Wales' exercise which considered:

- the sustainable development principle and ways of working in the Well-being of Future Generations Act (WBFGA);
- the shifts, challenges and priorities of the Future Trends data;
- the survey results and evidence base of sport in Wales.

This information was then available to frame discussion throughout the National Conversation, the consultation that formed the Vision for Sport in Wales. The vision was produced for the people of Wales and its future generations.

When all the evidence and viewpoints were considered it was decided that the well-being objectives and strategic intent statements would be the same. The six statements recognise sustainability in the intrinsic potential of sport and physical activity to contribute to long-term wellbeing: health, enjoyment, enrichment for individuals, communities and the nation.



## 2.1

### **WHY SPORT WALES CONSIDERS THAT OUR WELL-BEING OBJECTIVES WILL CONTRIBUTE TO THE WELL-BEING GOALS:**

#### **EXAMPLES OF HOW SPORT WALES WELL-BEING OBJECTIVES CAN CONTRIBUTE TO THE 7 WELL-BEING GOALS IN THE WELL-BEING OF FUTURE GENERATIONS ACT (WBFGA)**

#### **A PROSPEROUS WALES**

- Promote Wales to the world through the performance of Wales's elite athletes
- Promote Wales as a sporting destination of choice through Wales' outstanding natural environments and world class facilities
- Capitalising on sporting success (e.g. staging the UEFA Champions League Finals in Cardiff)
- Employment and volunteering opportunities through sport and active recreation
- Education & skill development through sport and active recreation
- Increased supply of local provision, widening accessibility of local employment and training opportunities
- Apprenticeships and volunteering provide a route into employment

#### **A RESILIENT WALES**

- Local opportunities to reduce the carbon footprint (an example is the growth and increasingly local siting of Parkruns)
- Making use of local built and natural resources
- Low carbon/carbon neutral sports facilities
- Socially, ethically and environmentally responsible employers in the sport sector
- The natural environment as an environment for sport and recreation is understood and valued to protect ecosystems

## A HEALTHIER WALES

- Provision of sport and recreation opportunities for all ages throughout life
- Unleashing the benefits of sport for health issues including mental health – now of even greater importance due to the covid-19 pandemic
- Opportunities that meet demands of changing lifestyles through collaboration and co-production with citizens
- Employers creating active workplaces internally and through the land around them e.g., the use of showers, bike racks and flexible working to promote participation in sport and recreation
- Sport providers and employers understanding the importance of well-being and recognising mental health
- Sport and recreation environments offering healthy food options
- Education & community centres opening assets for sport activity – creating health benefits for the local community
- Social prescribing
- Increased opportunities for families

## A MORE EQUAL WALES

- Lived experiences and the needs of all citizens are understood
- Local/flexible opportunities to meet the needs of all of the community
- Accessible and inclusive opportunities
- Low cost/no cost opportunities
- Safe environments
- Family opportunities and offering of childcare
- Recycling and sharing sports equipment
- Working together with organisations to create routes into sport (education, housing, social care, community, youth services and religious settings)
- Positive Action to support under-represented groups, no matter how low the numbers
- Elimination of discrimination, harassment and victimisation
- Understanding who might be negatively impacted



## A WALES OF COHESIVE COMMUNITIES

- Community involvement and ownership to meet local need
- Celebrating local achievements, no matter how small
- Promoting community safety and lowering crime and antisocial behaviour
- Developing positive community role models through sport (important to those suffering adverse childhood experiences)
- Organisations sharing resources to provide a range of lifelong activities that impact people's well-being
- Local amenities are made accessible and shared for the benefit of the community
- Local amenities are utilised, valued and maintained
- Working together with organisations to create routes into sport (education, housing, social care, community, youth services, religious settings)
- Local opportunity for volunteering and skill development through sport
- Routes from volunteering into employment

## A WALES OF VIBRANT CULTURE & THRIVING WELSH LANGUAGE

- Promoting bilingualism through sport
- Celebrate the success of local communities and community role models
- Visible and accessible sporting events
- Promote Wales to the world through the performance of Wales' elite athletes
- Promote Wales as a sporting destination of choice through Wales' outstanding natural environments and world class facilities
- The visibility of sporting role models
- Understanding who might be negatively impacted.



## A GLOBALLY RESPONSIBLE WALES

- Using resources responsibly
- Sharing and recycling resources
- Reducing the carbon footprint through local provision
- Socially, ethically and environmentally responsible procurement across the sport sector
- Low carbon technologies
- Finding innovative solutions
- Sustainable and responsible facilities
- Sharing what we've learned globally and encouraging learning and contacts with other nations



## 2.2

## WHY SPORT WALES CONSIDERS THAT ITS WELL-BEING OBJECTIVES HAVE BEEN SET IN ACCORDANCE WITH THE SUSTAINABLE DEVELOPMENT PRINCIPLE:

### HOW THE 5 WAYS OF WORKING HAVE HELPED FORM THE SPORT WALES WELL-BEING OBJECTIVES



## LONG TERM

### THE IMPORTANCE OF BALANCING SHORT-TERM NEEDS WITH THE NEED TO SAFEGUARD THE ABILITY TO ALSO MEET LONG-TERM NEEDS.

Developing a long-term vision, influencing plans and strategies to think long term. Setting ambitions that are fully informed by citizens through a national conversation.

Aspiring to create opportunities that meet the needs of people in a changing society now and for the future.

The challenges that Wales faces, sport's role in preventing this and how lifelong participation in sport for everyone could be compromised were considered through a 'Framing sport in Wales' exercise.

Future Trends reporting alongside sports participation trends informed a range of evidenced papers. These papers and the Framing sport in Wales exercise set out the evidence base for the well-being objectives and were used to frame the many discussions and roadshows of the National Conversation.

### THE FOUR PAPERS FOCUSED ON:



**CHILDREN AND  
YOUNG PEOPLE**



**ADULTS**



**OLDER PEOPLE**



**EQUALITIES**

(available on the Vision for Sport Website, scroll down to Resources  
<https://www.visionforsport.wales/>)



## PREVENTION

### **HOW ACTING TO PREVENT PROBLEMS OCCURRING OR GETTING WORSE MAY HELP PUBLIC BODIES MEET THEIR OBJECTIVES.**

- Creating opportunities for everyone to join in
- Improve people's wellbeing, self-confidence and motivation through activities that are fun and sustainable
- Local opportunities
- Ensuring that sport is accessible, inclusive and affordable leaving no one behind
- Innovating, taking risks and being bold
- Provide people with the skills to reach their potential
- Working together, sharing resources and playing our part

### **THE CHALLENGES THAT WALES FACES AND HOW THE VISION MIGHT PREVENT PROBLEMS GETTING WORSE WERE CONSIDERED THROUGH THE 'FRAMING SPORT IN WALES' EXERCISE WHICH ALSO CONSIDERED KEY ISSUES RELATED TO THE WELL-BEING GOALS:**

- Unemployment
- Skills gaps
- Environmental Damage (air pollution, damage to ecosystems and preserving the natural environment)
- Inequalities
- Poverty
- Health and well-being





## COLLABORATION

### **ACTING IN COLLABORATION WITH ANY OTHER PERSON (OR DIFFERENT PARTS OF THE BODY ITSELF) THAT COULD HELP THE BODY TO MEET ITS WELL-BEING OBJECTIVES.**

The vision in sport belongs to and needs the support of everyone in Wales to ensure its success. Those involved in sport to others helping deliver public services such as health, education, managing natural resources and economic development.

### **WORKING, INVESTING, LEARNING AND SUCCEEDING TOGETHER.**

The Vision for Sport in Wales was fully informed through a national conversation. Stakeholders, community groups and citizens were involved through meetings, events, social media and various feedback channels.

Collaboration was seen as vital to the success of the new strategy and one of the new well-being objectives featured collaboration strongly.



## INVOLVEMENT

### **THE IMPORTANCE OF INVOLVING PEOPLE WITH AN INTEREST IN ACHIEVING THE WELL-BEING GOALS, AND ENSURING THAT THOSE PEOPLE REFLECT THE DIVERSITY OF THE AREA WHICH THE BODY SERVES.**

The vision is for everyone. From people who don't see themselves as sporty to people who win medals. It promotes collaboration, working together and co-production to ensure that the design of opportunities encourage participation for everyone for life in all communities.

Working with Barod - coffee shop conversations involving different groups in society took place (a small group of staff were trained to continue this approach).

Organisations that represent those who share protected characteristics were invited to contribute and new partners who were largely outside the sector met with Sport Wales staff.

Real Life experiences were showcased throughout the national conversation, particularly through speakers at events.



## INTEGRATION

### **CONSIDERING HOW THE PUBLIC BODY'S WELL-BEING OBJECTIVES MAY IMPACT UPON EACH OF THE WELL-BEING GOALS, ON THEIR OTHER OBJECTIVES, OR ON THE OBJECTIVES OF OTHER PUBLIC BODIES.**

The vision unites decision makers and organisations through its ambitions. By working together, we can unleash the benefits of sport for everyone.

Stakeholders and providers should consider alignment with PSB wellbeing objectives and local delivery plans.

In line with the Equality Act, the Vision accelerates action to remove all forms of inequality and ensures that sport is accessible, leaving no one behind.

Welsh language should not be treated less favourably and should be considered in ensuring a lifelong participation in sport for everyone.

Impact assessment was used to identify adverse impact against protected characteristic groups and the Welsh language and socio-economic deprivation. Impact assessment influenced thinking around the contribution to the Well-being Goals and application of the sustainable development principle.

One recent development that gives the potential for stronger integration is the agreement of shared Equality Objectives in 2019 with the other 10 organisations in Wales Public Bodies Equality Partnership. As that work moves to implementation it will require consideration and accommodation of each other's well-being objectives.





## 2.3 CASE STUDY IN DEVELOPING THE WAYS OF WORKING: SPORT NORTH WALES.

Sport North Wales is the first Sports Partnership. Sports Partnerships are the new model of regional and local delivery implemented by Sport Wales. They will bring together a much broader range of partners across defined regions who, through the creation of a Sport Partnership, will be responsible for leading the development of local sport opportunities, maximising Sport Wales funding, while also seeking funding from other sources to support its work. Sport North Wales will go live from 1st April 2021.

Sport Wales has sought to embed the ways of working in the development of Sports Partnerships. This work is now becoming realised in Sport Wales' approach, in the formation and delivery of Sport North Wales and the other Sport Partnerships that will follow.

### FOR EXAMPLE:

- Long term partnership and funding commitment being required to achieve a step-change in delivery to increase physical activity and the range of preventative benefits it brings. Sport Wales is offering a five-year commitment with potential to extend for a further five years (subject to satisfactory performance).
- The potential to engage from the strategic level to local communities and networks.
- Moving through effective collaboration towards deeper integration, sharing resources to best impact delivery.

### KEY FEATURES OF THE APPROACH TO SPORTS PARTNERSHIPS



## 2.4 THE STEPS SPORT WALES WILL TAKE TO MEET THE WELL-BEING OBJECTIVES IN ACCORDANCE WITH THE SUSTAINABLE DEVELOPMENT PRINCIPLE:

### SPORT WALES OUTCOMES FRAMEWORK

The Outcomes Framework is the part of the new strategy that sets out Sport Wales approach to setting and achieving outcomes in close collaboration with partners.

<https://futures.sport.wales/wp-content/uploads/2019/07/Sport-Wales-Enable-Sport-In-Wales-To-Thrive-F1.pdf>

The Outcomes Framework '...is not a resourcing strategy. Rather, it is a way of outlining how Sport Wales and its partners can achieve joint outcomes through collaboration. ...'

It should be noted that the new strategy includes the production of new Well-being Goals and very significant shifts in how Sport Wales works with its partners:

- The shift away from chasing a standard set of KPI targets to partnership accountabilities, where the partner will set out how it defines progress.
- A learning lead approach that understands the complexity of sport and physical recreation and values the learning shared from failures and successes.

### SPORT WALES' OUTCOMES FRAMEWORK

Our ways of evidencing are not an exhaustive list, but rather a mix of different qualitative and quantitative approaches the organisation proposes will be at the heart of our reporting.

Evidence will be highlighted on an annual basis, and at different intervals depending on its appropriateness. We will also be consistently reviewing the different ways in which we can evidence progress and understand our impact on the

sporting sector and beyond. This will ensure we are at the forefront of evaluating our performance, are reflecting the positive accomplishments achieved and the learning opportunities we encounter for ourselves and our partners.

Sport Wales wants, and needs, to become better at being learning-led. We recognise the best way to evidence our progress will be developed in conjunction with partners over time. We want to have an adaptive approach within our learning objectives, to allow for flexibility and be amenable to change. This will be a big cultural shift for us and the way we work with partners, but we trust that in time we can transition to working in this way, reviewing our actions to provide a more in-depth understanding of our outcomes. Within each of Sport Wales' strategic intent areas we recognise that there will need to be cooperation with our partners. There will be some elements that will be our specific responsibility to evidence; some which will require partners to deliver and some which will have a shared responsibility. We will consistently cooperate with partners to develop and renew this suite of measures, so they form an iterative process, reflecting the collaborative agenda between Sport Wales and the individuals and organisations it works with.

### SPORT WALES' BUSINESS PLANNING

Our business planning outlines the steps we will be taking to deliver the strategic intent. This is an iterative process and one which will give both a forward-thinking plan and a reflective tool for understanding delivery. These are the actions we will take to learn and change. Sport Wales's business plan will be renewed at regular intervals throughout the year but map delivery over a consistent timeline.



## REFLECTING PROGRESS

While Sport Wales' business plan will report progress against our actions on a regular basis throughout the year, the Outcomes Framework will form part of our annual health check. Each year the Sport Wales Annual Report will reflect the progress and learning from our work and evidence how we are achieving against our strategy.

The section below identifies some examples of how this can be achieved. There will be many more that emerge from our sector's collective approach to developing a learning-led evaluation system.

## AN EXAMPLE OF ONE OF THE 6 SECTIONS OF THE OUTCOMES FRAMEWORK:

**TO BE PERSON-CENTRED** – the needs and motivations of the individual lead the delivery, whether just starting out, aiming to progress or striving for excellence on the world stage.

### KEY AREAS:

#### WHAT SPORT WALES WILL DO ITSELF

1. Understand the motivations of the individual.
2. Put the participant at the heart of our resourcing.
3. Develop the sector's capacity to be person centred.
4. Promote the voice of the participant.

#### WHAT SPORT WALES WILL DO WITH PARTNERS

1. Support high-performance sport.
2. Understand the ideal person-centred environment for long-term athlete development.
3. Reflect the desires of the individual in the school and community offer.
4. Develop a workforce capable of meeting the needs of the individual.

## 2.5

### HOW SPORT WALES WILL GOVERN ITSELF TO MEET ITS WELL-BEING OBJECTIVES:

The Leadership team and Executive produce a draft Business Plan before the new Financial year. This is approved by Sport Wales Board.

The leadership team review reflection logs across the organisation on a monthly basis, these logs are structured based on the Business Plan objectives. Sport Wales Board also receive the monthly reflection logs as part of their scrutiny role.

#### REPORTING

Each year the Sport Wales Annual Report will reflect the progress and learning from our work and evidence how we are achieving against our strategy. Those examples will be built from the Business Plan reflection logs and the examples from our sector's collective approach to developing a learning-led evaluation system.

Welsh Government also receives and signs off the annual Business Plan and monthly updates are standing items at the quarterly monitoring meetings between the two organisations.

## 2.6

### HOW SPORT WALES WILL KEEP THE STEPS IT TAKES TO MEET ITS WELL-BEING OBJECTIVES UNDER REVIEW:

There are no set timeframes for review as Sport Wales needs to remain agile and adaptable to the environment in which it and the sports sector operates. The well-being goals and strategic intent statements are seen as being under continual review and could be changed at any time should needs or external factors change. In relation to the steps towards the well-being objectives this is more flexible as discussion within leadership and executive can review and amend the Business Plan to remain agile to circumstances.

As a result of the COVID-19 pandemic Sport Wales demonstrated that it is actively considering if its well-being objectives remain fit for purpose. In the early weeks of the pandemic in Wales the Sport Wales Board established the Strategy Resilience group. This sub-group of the board was formed for the purpose of checking that the strategy which had been launched only 10 months earlier was still valid for the exceptional circumstances now faced. The new group was able to determine that the strategy remained valid in spite of the pandemic, with the focus on tackling inequalities and supporting communities in the strategy more important than ever with the impact of COVID-19.

## 2.7 HOW SPORT WALES WILL ENSURE THAT RESOURCES, INCLUDING FINANCIAL, ARE ALLOCATED ANNUALLY FOR THE PURPOSE OF TAKING STEPS TO MEET ITS OBJECTIVES:

Resources, including financial, are allocated to identify opportunities to strengthen relationships with partners and work together to ensure that all resources are used in a thoughtful and responsible manner to achieve maximum benefit. Resources are guided by the recently revised Sport Wales Investment approach (part of the Sport Wales strategy) and follow the below principles:

### **PREVENTION**

Incentivise positive action to encourage regular physical activity for everyone, contributing to a healthy, active, more equal and successful nation. Prevention has been an important driver in the establishment of Regional Partnerships. This new model for strategic delivery can demonstrate the benefits to local health, community cohesion, reduction in crime/anti-social behaviour and skills/learning. The first example in North Wales has established a partnership with agencies leading in all those facets.

### **LONG TERM**

Encourage future thinking, innovation and managed risk. Balancing the short and long-term needs. Sport Wales is keen to move beyond one-year agreements with strategic partners enabling them to plan longer term solutions and progress. The intention with all partners is to provide longer term funding to enable the leveraging of alternative and complimentary funding sources.

### **INTEGRATED**

Partners evidencing the wider benefits and importance of sport. Sport Wales extending the impact of sports into other sectors with additional jointly funded programmes or shared use of resources. The establishment of shared equality objectives with the Welsh Public Bodies Equality Partnership and the planned co-resourcing of initiatives such as apprenticeship and work placement schemes.

### **COLLABORATION**

Encourage partnership working and joint resourcing. Through longer-term investment offers and advocacy on sharing resources Sport Wales seeks to enable a culture that moves beyond good relationships and an absence of unhelpful competition in the sport sector to deeper collaboration e.g. budget and resource sharing.

### **INVOLVEMENT**

Involve a range of people in the design and development of work. Actively seeking feedback and insight from under-represented communities (such as through the Race in Sport Lived Experiences project) and using this to drive shifts in policy and approach and the use of resources. Sport Wales is also seeking this same approach from our investment partners. The new investment approach has been driven by addressing the inequalities in sport across Wales. The data used to calculate investment allocation gives more weighting to those groups who are less likely to participate in Sport. Our strategic intent is to ensure that we adopt a person centred approach. We will be working with all partners on how they are doing this and engaging with all participants and potential participants.

Using the above principles, a new Investment Approach has been developed which will transform our funding allocation to our partners from 2021/22.

## 2.8

### WHEN SPORT WALES EXPECTS TO MEET ITS WELL-BEING OBJECTIVES:

The strategy deliberately doesn't have an end date or review date, it sets out the broad intent of Sport Wales strategy and recognises that participation in sport and physical recreation is complex and that imposing target-driven KPI's isn't effective. The strategy will be continually reviewed.

Sport Wales will also consider its strategy, containing the well-being objectives and intent statements around the most significant planning cycles. The anticipated shift to Welsh Government Remit letters being issued for 4 years from April 2021 would be an example.

## 2.9

### OTHER RELEVANT INFORMATION ABOUT THE WELL-BEING OBJECTIVES:

At Sport Wales, we would like to lead by example, and we are practically exploring how to react effectively to the unexpected, and still deliver positive outcomes. Part of this means shifting to an approach which uses narrative and reflection to learn from our experiences and using insight and evidence to understand the context under which events have taken place. We believe that there is much value in sharing our learning and working with others to embed this approach.

The Future Generations Act provides the framework in which we can work with innovative approaches to change and long-term sustainability. The Commissioner recommends the use of different frameworks which encourage us to think about what is no longer sustainable and what can be harnessed to deliver solutions for the future. Through our approach to investment, we have adopted a long-term method to reverse inequalities, and we are working with the sport sector to upskill them and to model long-term change.



## **SPORT WALES APPROACH TO COMPLEXITY:**

“Leaning on the ‘Cynefin Framework’ as our primary decision-guiding aid, we identify our aim of enabling sport in Wales to thrive as a complex issue. This means we recognise the complexity of people’s lives (the richness and variety of their identities, assets, histories, relationships and the challenges that they face) and the complexity of the systems that support them (the range of organisations, structures and processes). We therefore want to acknowledge and embrace this complexity in the way we work and move towards taking a ‘complexity friendly’ approach to sport in Wales.

By nature of it being ‘complexity friendly’, our approach (the way that we work, the way that we talk and the way that we engage) will always be evolving, but we strive to...

### **ACT WITH INTEGRITY**

We recognise the need to be transparent and place the needs of the people of Wales at the heart of everything we do. We will strive to be fair, to justify our actions and approach our role with humility where necessary.

### **ADD VALUE**

We recognise the uniqueness of our role. We will strive to enable sport in Wales to thrive by distributing resources, brokering learning and cultivating relationships.

### **ENCOURAGE INNOVATION**

We recognise that we all need to be open to change. We will strive to support the development of new ideas, allowing for flexibility and creating a positive error culture by promoting conversations about mistakes as well as successes.

### **LEARN TOGETHER**

We recognise that learning is the key mechanism for continuous improvement in changing behaviour and enhancing performance. We will strive to facilitate effective feedback loops and encourage the collection of data to help sport improve, as well as prove it’s power.

### **DELIVER TOGETHER**

We recognise the interdependence of the ‘sport system’ and the intrinsic motivation of those we work with. With the Vision for Sport as our shared purpose we will strive to be co-creators of outcomes, encouraging unity and trust and building and nurturing effective relationships.

### **CELEBRATE TOGETHER**

We recognise the value of sport. We will strive to showcase the benefits of sport and the collective efforts of the people of Wales seeking to thrive through sport.”

# 3. SPORT WALES

## THE 2019/20 EQUALITY OBJECTIVES

- 3.1 UNDERSTAND THE DIVERSE PROFILE OF THE SPORTING INFRASTRUCTURE.**
- 3.2 COLLATE INTELLIGENCE-BASED RESEARCH TO BETTER UNDERSTAND HOW TO REDUCE INEQUALITIES IN COMMUNITY SPORT.**
- 3.3 ENGAGE WITH DIVERSE ORGANISATIONS.**
- 3.4 SHOWCASE DIVERSITY IN SPORT.**
- 3.5 DEVELOP POSITIVE ACTION TO REDUCE INEQUALITIES IN COMMUNITY SPORT.**
- 3.6 BUILDING A DIVERSE AND INCLUSIVELY AWARE WORKFORCE IN COMMUNITY SPORT.**
- 3.7 UNDERSTAND THE DIVERSE PROFILE OF ELITE ATHLETES AND WORKFORCE.**
- 3.8 ESTABLISH A HIGH-PERFORMANCE SYSTEM THAT RESPONDS TO THE CHANGING NEEDS OF ATHLETES.**
- 3.9 ENSURE ELITE ENVIRONMENTS AND PROGRAMMES ARE INCLUSIVE.**
- 3.10 EMBED EQUALITY AND SAFEGUARDING WITHIN THE GOVERNANCE OF SPORT ORGANISATIONS IN WALES.**
- 3.11 CREATE A CULTURE IN SPORT WALES THAT RESPONDS TO INDIVIDUAL NEEDS.**

# 4. SPORT WALES PROGRESS AGAINST THE EQUALITY AND WELL-BEING OBJECTIVES

2019-2020

The examples of projects and on-going work are grouped under the wellbeing objectives. Those examples that also further the equality objectives are in grey shading.

Sport Wales reports that its well-being objectives were newly established during 2019-20 and remain unchanged (see section 2.6: because of the COVID-19 pandemic Sport Wales did review the well-being objectives, they remained fit for purpose).



# 4.1 TO BE PERSON CENTRED

**THE NEEDS AND MOTIVATIONS OF THE INDIVIDUAL LEAD THE DELIVERY, WHETHER JUST STARTING OUT, AIMING TO PROGRESS OR STRIVING FOR EXCELLENCE ON THE WORLD STAGE.**

- 4.1.1 The development of a teaching kitchen at the Sport Wales National Centre. Due for completion at the end of March 2020 it is designed to allow nutrition staff to organise lessons and lectures in a suitable environment, close to the other science and medicine performance facilities.

The demand for this provision is high – it reflects the need to ‘teach people to fish, rather than give them a fish’.

- 4.1.2 The continued support by Sport Wales of programmes for the Equality standard and Disability Sport Wales’ insport programme is helping to embed greater understanding of a wider range of the population that are disadvantaged in access to sport. With an increasing number of partner organisations reaching the more advanced levels of these developmental standards award schemes the potential to raise the knowledge, understanding and confidence of the sports sector whole workforce increases.

- 4.1.3 Work to understand the demographic has been an important pre-cursor to a person-centred approach. Work had been done to understand the number of females working in National Coaching / Performance Lead roles. Also understanding how well para athletes are represented among the elite athlete population. Early work with other Home Nations on understanding the wider diversity of talent pathways.

- 4.1.4 Mental health first aid training provided to partner performance coaching and support staff and institute staff.

- 4.1.5 Workshops around promoting positive environments for mental health and wellbeing.



## 4.2 TO GIVE EVERY YOUNG PERSON A GREAT START

**EVERY YOUNG PERSON HAS THE SKILLS, CONFIDENCE AND MOTIVATION TO ENABLE THEM TO ENJOY AND PROGRESS THROUGH SPORT; GIVING THEM FOUNDATIONS TO LEAD AN ACTIVE, HEALTHY AND ENRICHED LIFE.**

4.2.1 Physical literacy Knowledge Economy Skills Scholarships (KESS) Steering Group: Exposing parents at the start of a sport initiative is a key driver in longer-term parental support and engagement. The KESS Student has undertaken literacy review and worked with the local authority to identify schools for data collection. Schools outlined their interest in participating in the project based on school sport survey reports. Workshops for teachers have been developed ready for implementation.

Case study development in two different primary schools. Agreed that all other factors between the schools would remain the same except deprivation by free school meal. This helps to identify impact of deprivation on outcomes. Tracked progress led by proportion of children from each school who transition into community/club sport after project pilot and the narrative stories behind this.

4.2.2 Developed a proposal to Welsh Government in relation to the new school curriculum for a partnership of Sport Wales, Public Health Wales and Natural Resources Wales to lead on the Health and Wellbeing Area of Learning and Experience. An opportunity to extend joint working with key partners.

4.2.3 Working to develop an 'Easy to Read' version of the 2021 School Sport Survey to further improve accessibility and independent use by an even greater range of children.

4.2.4 Research on the leadership interventions of the Young Ambassador (YA's) programme provides some positive qualitative and quantitative measures its continuing high value. The Wales Leadership Interventions: 2019-20 report included the finding that 96% of those surveyed after taking part in a leadership event felt that the programme will help them when they leave school (55% said 'it would help them a lot'). The report also showed that the impact of YA's is increasing as the average number of hours spent volunteering in a typical month is 10.8 hours in the community and 10.2 hours in their school, college or university, both figures are higher than the previous year.



## 4.3 TO ENSURE EVERYONE HAS THE OPPORTUNITY TO BE ACTIVE THROUGH SPORT

### SPORT IS INCLUSIVE AND PROVIDES A GREAT EXPERIENCE FOR ALL.

- 4.3.1 As soon as stay-at-home restrictions were imposed in March 2020 work on a covid-safe physical activity campaign with our partners began. This included an area for those currently less active. The work required a careful balance between encouraging activity and staying within the necessary restrictions.
- 4.3.2 Swiftly established the criteria and processes for an emergency relief fund to get support to clubs hard hit by the winter storms or the early impacts of covid. Sport Wales was able to put processes and staffing needs in place quickly to see the scheme announced on 1st April 2020.
- 4.3.3 New 60 Plus offer. Sport Wales was able to quickly establish a new partnership, including with the Older Persons Commissionaire and Welsh Local Government Agency (WLGA) as well as existing partners in Local Authorities and Welsh Government. An important aspect of this programme is the plan for the role of user voice in service design.
- 4.3.4 Increased focus on tackling inequality in the Partner Agreement process has been achieved. This has been through the addition of sections requesting future plans and reports on progress across key characteristics of equality, diversity and inclusion.
- 4.3.5 Sport Wales governance support contract with Vibrant Nation included a focus on supporting partners with Board Diversity e.g. developing tailored partner Board Diversity Plans and practical support with recruitment. Having set out a clear policy lead Sport Wales provided support within the sector.
- 4.3.6 Working with Disability Sport Wales to ensure sports science and medicine provision to para athletes is informed.
- 4.3.7 Understanding Gypsy and Traveller Culture training provided to staff working in the boxing programme.

## 4.4 TO BRING PEOPLE TOGETHER FOR THE LONG-TERM

**THERE IS A COLLABORATIVE, SUSTAINABLE AND SUCCESSFUL SPORTS SECTOR, LED BY COLLECTIVE INSIGHT AND LEARNING.**

- 4.4.1 Progressed work supporting collaboration between the four home nation Commonwealth Games Associations in the lead up to Birmingham 2022 and beyond.  
  
The current focus of the collaboration is on supporting the design of a people development programme to best equip staff who will attend the Games. This is likely to be a bespoke programme for a small number of key roles. We are utilising work undertaken by UK Sport in preparation for Rio and Tokyo as a starting point. Supporting Commonwealth Games association to get key role descriptions in place and a timeline for recruitment. Needs analysis for individuals in key roles.
- 4.4.2 Commissioned Research role for the new Welsh Institute of Physical Activity, Health and Sport. Collaborating across six universities to design the role and develop this partnership.
- 4.4.3 Joint Strategic Equality Objectives agreed by Sport Wales Board. Developing these objectives in partnership with 10 other public sector bodies has taken time to develop a common understanding. The work was well received by Board and is an example of how collaboration and integration across organisations can be achieved.
- 4.4.4 Developed the first term themes of the new partner facing Communications, Learning and Insight Programme (CLIP) training programme. External experts identified and engaged to provide the sessions. Four sessions each month alternating weeks between communications and insight providing training/support and resources to the sport sector and opportunities to collaborate and extend joint working.
- 4.4.5 High priority given to the focus on understanding and engagement of partner board diversity. Including the Board Diversity Breakfast Event, with influential guest speakers from external organisations; discussion; sector Q & A. With input from the sector Sport Wales also developed board diversity resources including the business case for board diversity; recruitment guidance and tools/templates; case studies on emerging practice.
- 4.4.6 The focus given to raising partner board diversity has made good progress reflecting the prioritisation by Sport Wales and the positive response from partners. There has been a positive shift in the gender balance on the Boards of the sport sector in Wales (between July 2018 and Feb 2020): 7 organisations have now achieved Sport Wales' policy position on board diversity, with a further 5 only a few % points away from doing so. This picture has improved significantly from 2018 where only 4 had achieved the Sport Wales policy position and none of the other organisations were close to it.

- 4.4.7 Close joint working within the Sport Council's Equality Group (SCEG) to identify and develop priority projects for the organisation and the sector e.g. Transgender in Sport and the Equality Standard Review.
- 4.4.8 The Governance and Leadership Framework for Wales (GLFW) was first introduced in 2015 but was reviewed with partners and rewritten in 2019 to ensure it is up to date with political shifts and policy changes. Since its 2015 launch, it has proved a hugely valuable resource – by the sector, for the sector - and has seen Wales leading the way in this area of work. The revised GLFW aligns with the Capability Framework to connect governance advice with the standards required for public funding. It highlights the importance of equality, diversity and inclusion throughout the document.

## 4.5 TO SHOWCASE THE BENEFITS OF SPORT

**THE IMPACT OF SPORT IS EVIDENCED, AND SPORT'S REACH IS FULLY UNDERSTOOD, VALUED, SHOWCASED AND CELEBRATED THROUGHOUT WALES.**

- 4.5.1 Healthy Weight: Healthy Wales Delivery Plan publication
 

Progress is being made in the aim of demonstrating the value of sport to other government portfolios and receiving additional funding for sport through that: £5m for a new facilities investment; £500,000 per annum for an over 60s offer; £100,000 per annum for National Governing Bodies to explore children and families offers. These are all additional funding to the sport sector.

Sport Wales will need to work with a range of partners, internal and external to the sport sector, to continue to ensure the communication around these funding streams is understood, especially in the context of how they work towards our strategic intents and in line with the new investment model.
- 4.5.2 Supporting Welsh Athletes in their Olympic and Paralympic preparations
 

<https://www.bbc.co.uk/sport/judo/51215235> <https://www.bbc.co.uk/sport/judo/51250828>

Holistic support to athletes through Welsh programmes has enabled them to thrive at GB level.

Capture what we do and how we do things in supporting athletes' journeys, to share amongst ourselves, other sports and the wider sporting community – storytelling. This will be an important piece of work in demonstrating the impact that the Institute can have in supporting performance programmes.
- 4.5.3 Sport Wales received a positive report from Wales Audit Office on the application of the WBFGA to the Community Sport and Activity Programme. This evidenced some really positive work in this area, particularly around collaboration, which was the strongest theme running through the report. There is further work needed going forward with greater emphasis on

integration. Wales Audit Office indicated that this is an issue that much of the public sector is struggling with.

4.5.4 Presented the Social Return on Investment findings to Welsh Government Lunch and Learn. There was an interest in the findings on a cross policy basis. Engaging in this approach helped showcase sport's contribution to wider policy agendas and generate interest in how further cross-sector working can utilise sport for wider outcomes. Business case to be drafted with inclusion of indicators and dashboard for March 2020 launch, further indicators and content developed post that date but identified through the business case.

4.5.5 Supported National Lottery with ITV Saturday evening primetime Big Surprise project with Gemma Price, coach at Llanrumney Boxing Club who leads their women and girls 'Boxing Pretty' initiative. Good case studies can make very powerful advocacy for sport, the more we can identify the more we can promote to other partners. The story wasn't just about sport, but about her life story.

4.5.6 Healthy and Active Fund Project Board Workshop with UKRCS consultants. The programme is a genuinely strong partnership/collaboration between Public Health Wales, Welsh Government and Sport Wales.

The programme is quite rare/unique in this respect, at least from a Welsh Government perspective. The 'five ways of working' were consciously incorporated into the design of the programme. The partners bring quite different approaches to the programme. Sport Wales tends to be more inductive/experimental in its approach embracing complexity and emergent solutions, whereas Public Health Wales tends to bring a more scientific epidemiological approach.

The Healthy and Active fund has resulted in 17 projects across Wales being awarded a total of £5.4m from the first phase, delivered by Welsh Government, Sport Wales and Public Health Wales. The funding aims to improve mental and physical health by enabling the adoption of healthy and active lifestyles across Wales. Funding has been awarded to organisations who actively promote and enable healthy activity for one or more of the following groups:

- People with a disability or long-term illness.
- People who are economically inactive or who live in areas of deprivation.
- Children and young people.
- Older people and those around the age of retirement from work.

4.5.7 Club Solutions: the website has continued to grow with a 69% increase in traffic to the site over the past 12 months to 17,260 individual users. The Club Solutions website contains a number of case studies to share emerging practice with the sports sector. A range of resources have also been developed for the needs of a wide range of clubs – guidance, templates, workshops.

## 4.6 TO SHOWCASE THE BENEFITS OF SPORT

**THE IMPACT OF SPORT IS EVIDENCED, AND SPORT'S REACH IS FULLY UNDERSTOOD, VALUED, SHOWCASED AND CELEBRATED THROUGHOUT WALES.**

4.6.1 Corporate Governance Manual agreed by SW Board. Focusing on expected behaviours of Board members, this was a good addition to governance work and evidence on the importance of acting in the right way.

4.6.2 New Investment Approach: The new investment approach has been driven by addressing the inequalities in sport across Wales. Data used for National Governing Bodies and also Local Authorities gives more weighting to those groups who are less likely to participate in sport e.g. those from Black, Asian and Minority Ethnic communities or those from areas of deprivation. The approach also places greater emphasis on younger people across Wales which directly aligns to Sport Wales strategy. The accountability aspect of this approach also focusses on Sport Wales strategic intent statements which again prioritises inequalities and a person centred approach.

Resources have been developed to improve partners confidence and understanding of the new of the new approach. Briefing note sent out to all partners. Communication of the new Capability Framework / Investment Approach via 4 external partner presentations, 2 internal presentations, drop-in session for colleagues and the CEO Forum. Partners appreciated the time and reported that process felt more like a partnership not a funding application.

Diagram 1: The New Investment Approach components:

### INVESTMENT APPROACH

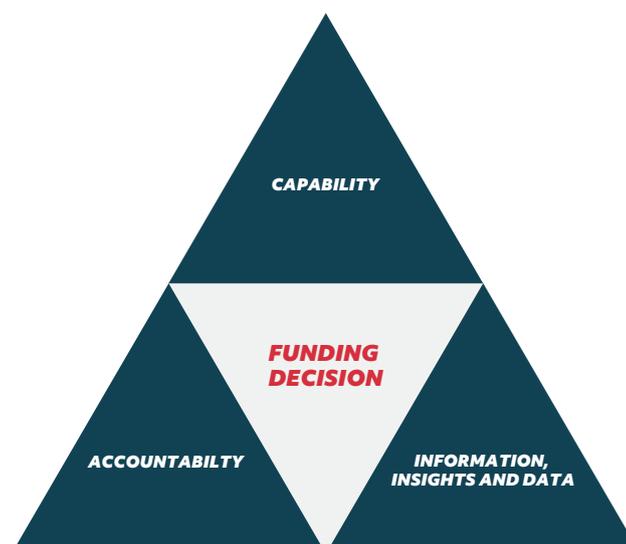
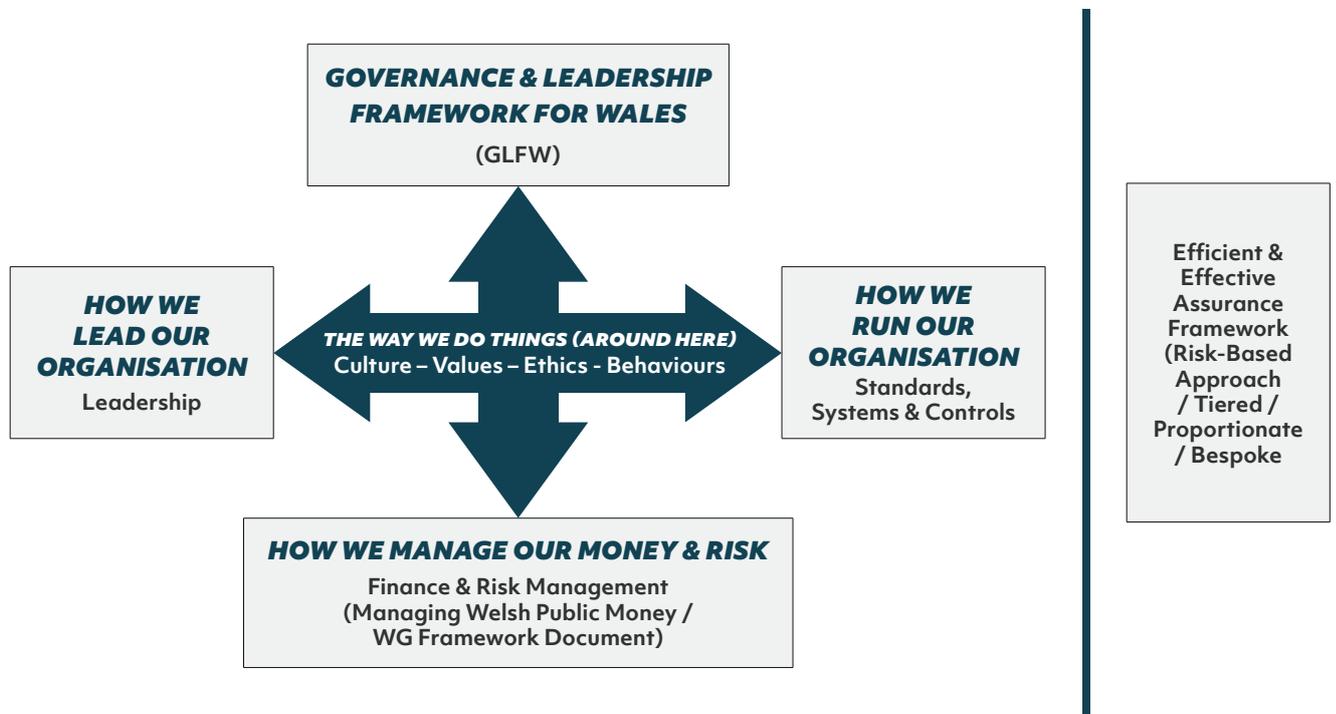


Diagram 2: The Approach of the Capability Framework – what it includes and the other documents and frameworks that it relates to:



- 4.6.3 Early adopters' reflection session and celebration lunch was held to collate learning and shape future partner roles and input mechanisms. (The Early Adopters were partners who had applied to work in groups with Sport Wales to develop key pieces of new work – the Capability Framework and new Investment Approach)

The capability framework and investment model work has shown the significant value of working with partners to develop key areas of strategy implementation. Value of partners learning together and sharing information informally. Partners also really feel appreciated. Using different approaches and different environments, however informal, to reflect on progress and shape future approach.

- 4.6.4 The development of a new GDPR dashboard to provide assurance across the organisation that our cybersecurity responses meet the current climate. We learnt how users want to have accessible information that is meaningful for them, avoiding jargon.

- 4.6.5 Involvement of Sport Wales and partners in UK-wide projects like the Transgender in Sport work, recognising the Sports Councils role to commission ground-breaking research to provide the insight to inform future practice.

- 4.6.6 Sport and Active Lifestyles Survey: State of the Nation report 2018-19. The continuous development of the research base and effective reporting to the sector and beyond. An important source of insight to understand impacts on protected characteristics and diversity.
- 4.6.7 The Capability Framework on governance standards and requirement has been a major focus for the year as its development and implementation has extended across the range of partners. Involvement of the sector in the work has been an important principle with extensive use of the Early Adopters input. The work strengthens tackling inequality because this is built into the governance processes; expectations and guidance throughout the framework.



# 5.0 QUICK WINS

## 5.1. SUSTAINABILITY

Sport Wales has encouraged staff to use video conferencing, Skype, Teams and Sharepoint to reduce travel.

Sport Wales are continually looking at ways that technological solutions will help reduce emissions and waste.

Staff are encouraged to work flexibly where possible, and this has led to staff working from home more regularly. To support this, additional laptops have been purchased.

Purchase of a second hybrid pool car.

Sport Wales National Centre has introduced biodegradable and compostable take away cutlery and food containers and introduced crisp packet recycling.

Refurbishment of the Plas Menai swimming pool lighting with low wattage energy efficient LED lights.

Motion sensors have been installed at Plas Menai to control the lights in the changing rooms and the viewing area.

Plas Menai has joined the Refill Cymru Network, encouraging people to top up their water bottles free of charge to help reduce single use plastic.

A 350MW Solar Array (solar panels) has been installed at Plas Menai. This will help to further reduce energy use and will cut electricity costs.



## 5.2. WELL-BEING

From the start of COVID-19 restrictions in March 2020 Sport Wales has continued to pay all staff, including those on casual contracts of employment at their normal salary levels. All staff on furlough have been paid 100% of salary (casual staff based on their normal working hours).

The sustainability examples such as flexible working and reduced travel can also provide wellbeing benefits to staff.

Established staff Engagement Group.

Adapted a flexible working approach and ensured all staff had the support mechanisms in place to deal with the stresses of the Covid-19 pandemic. This included regular communications from the Chief Executive to reiterate the importance of wellbeing and supporting families.

Communicated daily messages of support from our Employee Assistance Provider.

Signed up to the Time to Change Wales campaign to reduce stigma around mental health.

Held Mental Health awareness week with daily activities.

Signed up to Healthy Travel in Cardiff to encourage staff to consider carbon neutral travel options.

Focus on menopause at work through sessions for staff and managers.





## 6.0 INTEGRATED ANNUAL REPORTING

Sport Wales are planning to further integrate our public duties reporting by the addition of the Welsh Language Standards report into the 2020-21 Integrated Annual report which is currently planned to be published in September 2021. This consolidation of reporting to give a holistic picture of Sport Wales' work and progress will be concluded when the Integrated Annual report (of the Equality; Well-being and Welsh Language duties) is due to be incorporated into the Sport Wales Annual Report and Accounts for 2021-22 planned to be published in summer 2022.

# 7.0 DATA ANALYSIS

- 7.1 Sport Wales has previously recognised that some staff diversity characteristics include a low level of reporting that reduces the effectiveness of the data and the actions that could be taken from it. The underlying reasons are systems based and are planned to be addressed in 2021-22. In the meantime, Sport Wales has conducted surveys during 2020-21 to significantly improve the recording of staff diversity information and this data will be included in the 2020-21 Integrated Annual report (due September 2021).
- 7.2 Staff Diversity – diversifying our workforce is a key strategic priority, particularly in respect of people from Black, Asian and Minority Ethnic communities and people with a disability. This has been recognised from previous years reports and steps put in place during 19-20 and 20-21 to seek to address this issue. The work done and progress made will be reported in the 20-21 Integrated Annual report.
- 7.3 Staff gender diversity is reasonably balanced in most categories of analysis, there were significantly more females in the 22 leavers for 2019-20 which should be monitored in future years reporting.
- 7.4 Given Sport Wales key role in enabling the sport sector in Wales the reporting of sports participation data by protected characteristics should be considered for future reports.
- 7.5 Sport Wales energy efficiency has made good progress over the last 10 years, with a reduction in combined energy use of 31% since 2009-10. The DEC certificate ratings also show that the two sites have both steadily reduced their energy use. The DEC rating allows a comparison with the typical public building (the typical public buildings score is set at 100) this shows that both sites have become more efficient in relation to the typical building. Plas Menai has installed two phases of Solar Array's in 2020 and 2021, these should further reduce future energy use and carbon emissions.



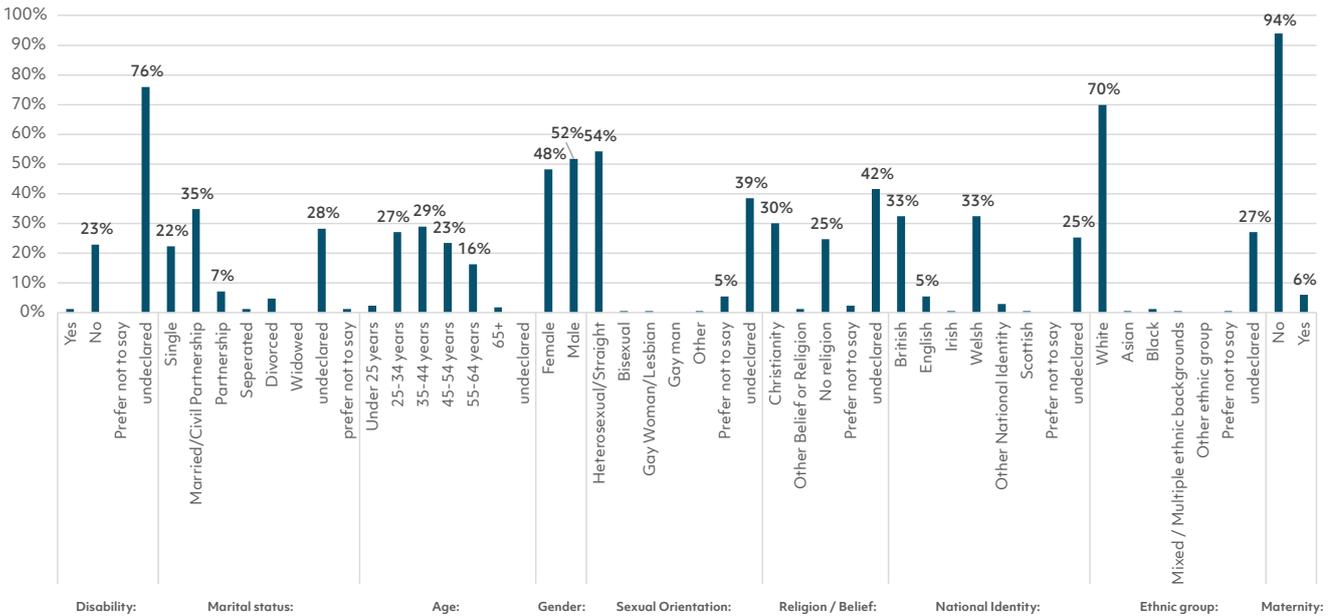


# APPENDIX 1

# WORKFORCE REPORTS

As of 31 March 2020, Sport Wales employed 166 people. The equality statistics for those staff is broken down by protected characteristic in Figure 1.

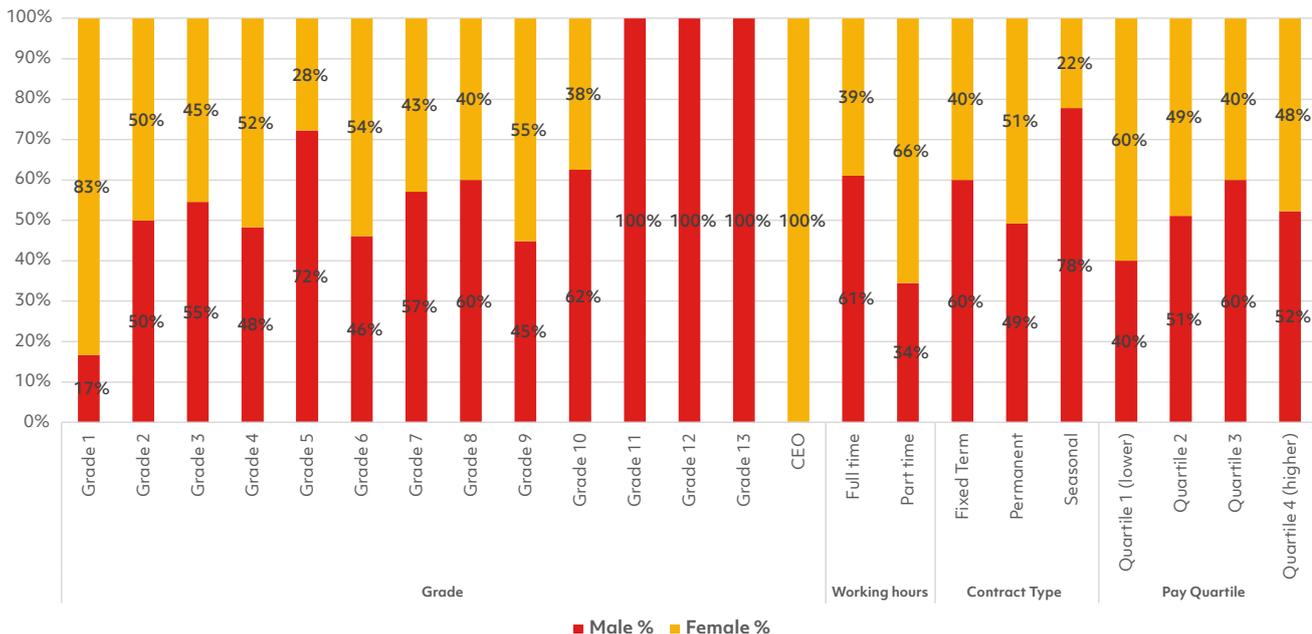
Figure 1: Equality Statistics For Sport Wales Workforce as of 31 March 2020



\*Data labels have not been included for figures lower than 5%

Figure 2 illustrates the number of men and women employed broken down by grade, working hours and contract type as of 31 March 2020

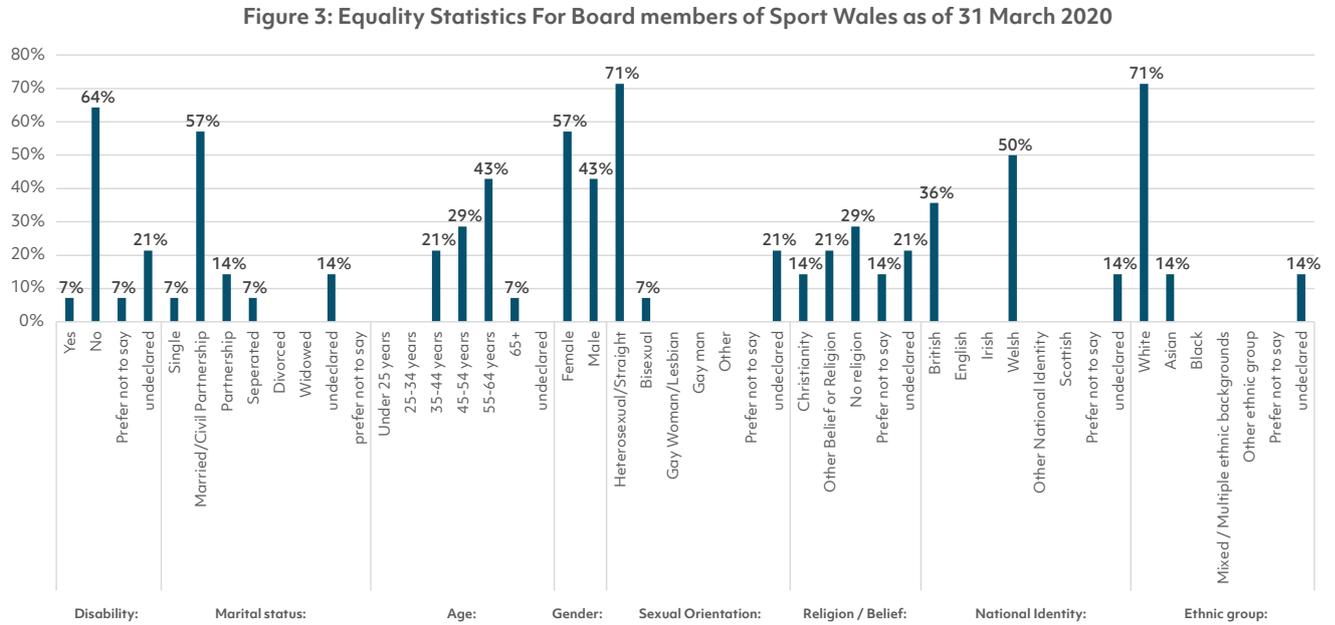
Figure 2. Gender by grade, working hours, contract type and pay quartile



The gender pay gap in Sport Wales as of 31 March 2020 is 13% (Median) or 8% (Mean). The gender pay gap among all employees across the UK was 15.5% (Median) in April 2020 (source: ONS).

EQUALITY STATISTICS - BOARD

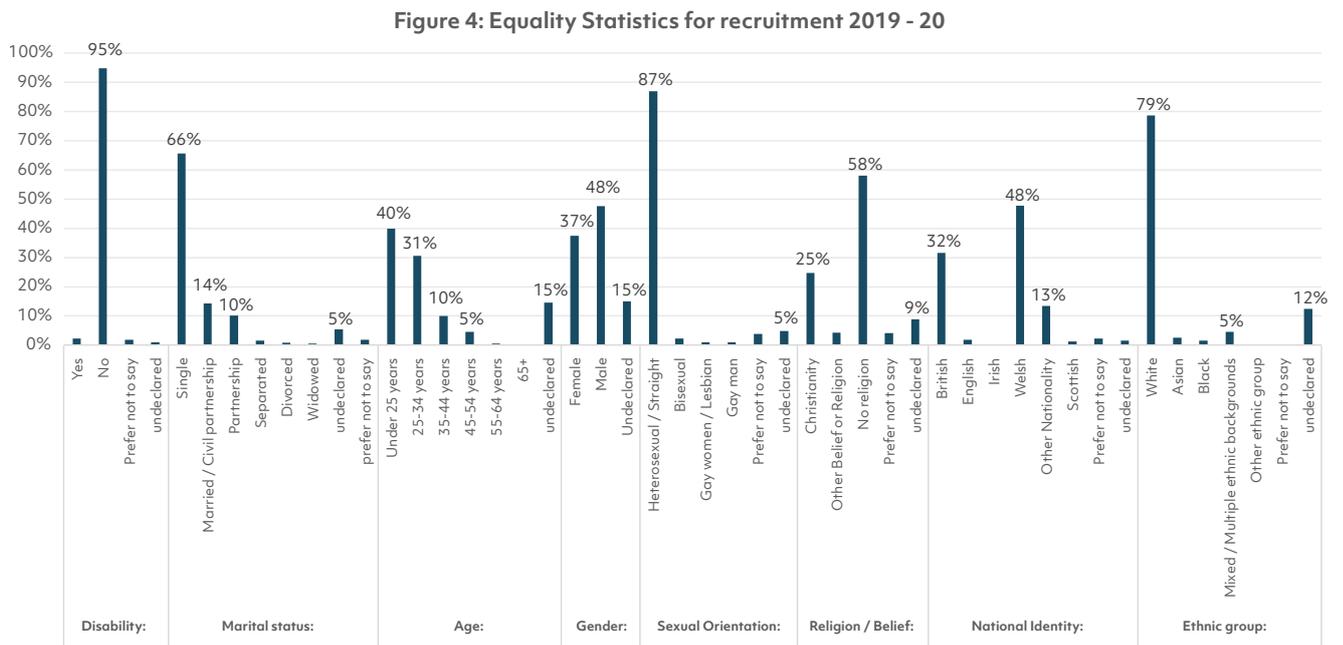
Figure 3 illustrates the equality statistics for Sport Wales' board members as of 31 March 2020.



\*Data labels have not been included for figures lower than 5%

RECRUITMENT

In 2019-2020 Sport Wales received 393 applications from individuals applying for jobs with Sport Wales. Figure 4 shows the equality information for applicants.

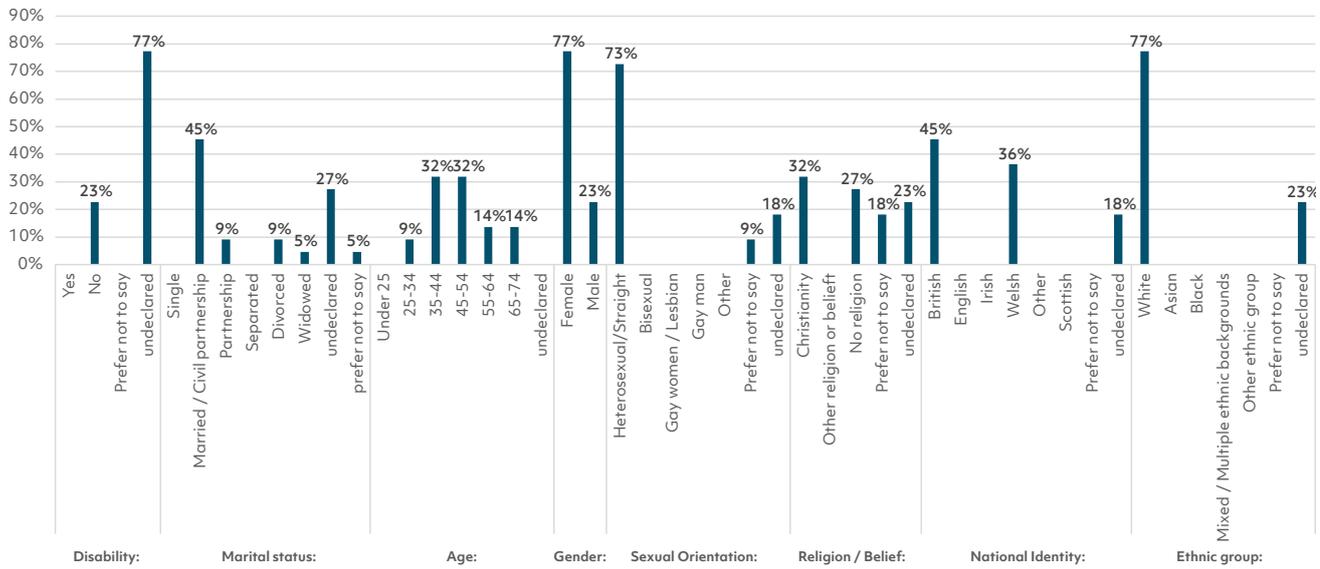


\*Data labels have not been included for figures lower than 5%

## LEAVERS

There were 22 leavers during the period 1 April 2019 – 31 March 2020. Figure 5 shows the equality information for those leavers.

Figure 5: Equality Statistics For Leavers during 2019 - 20



## COMPLAINTS, GRIEVANCES, DISCIPLINARIES

Sport Wales has an Anti-Bullying, Harassment, Discrimination and Victimisation policy which clearly sets out standards of behaviour, detailing those that are deemed unacceptable by the organisation and the likely consequences if any breach of these behaviours is found. Processes are also available for complaints made by the public. During the reporting year two grievances were raised and no disciplinaries, due to the low numbers it is not possible to report on protected characteristics.

## SPECIFIC EQUALITY TRAINING

All new starters undertake equality and diversity online training. During 2019-20 we held menopause awareness and managing menopause training which was open to all staff. We ran a course about supporting travellers in Wales for the Institute staff. We also ran disciplinary and grievance training which touched on bias and discrimination, this was aimed at managers and trade union members.







# ***APPENDIX 2***



# ENVIRONMENTAL REPORTS:

Year	Water supplied (cubic metres)	Energy used (Combined gas, oil, electric consumption in millions of kWh)	DEC Ratings Sport Wales National Centre	DEC Ratings Plas Menai, National Outdoor Centre for Wales
2009/10	14,139	5.30	58	NA
2010/11	14,970	5.12	57	142
2011/12	13,369	4.52	55	150
2012/13	12,651	4.75	51	155
2013/14	15,893	4.43	49	151
2014/15	13,264	4.33	48	146
2015/16	12,266	4.26	48	142
2016/17	13,278	4.10	51	138
2017-18	15,862	4.14	47	125
2018-19	19,699	3.58	45	123
2019-20	18,922	3.66	43	89

Note on Water supplied data: Usage is a complex picture with many variables including the climate and the programme of events at Sport Wales National Centre. There were specific reasons contributing to the increases in 2018-19 and 2019-20, with some of the additional use due to additional watering for an extended event in a dry spell and due to a leak (additional metering has been installed to minimise the impact of any future leaks).



# ***APPENDIX 3***



# GRANT REPORTS:

There were 1340 Community Chest awards, of these, 301 were specifically tackling inequality totalling £371,723.

Primary Focus	Total Awarded	Total no. of Awards
Black, Asian and Minority Ethnic	£22,420	17
Club Development	£1,084,619	897
Disability	£98,372	77
Lesbian, Gay, Bisexual and Transgender (LGB&T)	£1215	1
Other	£121,447	99
Welsh Language	£4,245	3
Women and Girls	£218,418	176
Workforce (Coaches, Volunteers, Staff)	£74,006	70
<b>Total</b>	<b>£1,624,742</b>	<b>1340</b>

There were 50 Development Grant Awards totalling £915,075.

Primary Focus	Total Awarded	Total no. of Awards
Club Development	£357,527	27
Disability	£114,304	7
Other	£390,580	11
Women and Girls	£51,664	5
<b>Total</b>	<b>£915,075</b>	<b>50</b>

