

WG/SW	Unique ID	Review Ref	Recommendation	Commentary	Timescale
WG	1	3(i)	Welsh Government should produce a long-term policy statement and strategy for physical activity that clarifies the respective roles and responsibilities of Ministers, departments, agencies, sponsored bodies and others to deliver a healthy and active nation.	Accepted. Policy statement delivered on 3/10/17. Sport Wales has launched a consultation to develop a new vision and strategy for sport in Wales as part of supporting the delivery of the Welsh Government's 'Prosperity for All: the National Strategy'.	Complete
WG	2	3(ii)	The policy statement and strategy should: (a) set out very clearly the shared outcomes, budgets and means by which the performance of all partners should be measured.	Accepted. Sport Wales (SW) and Public Health Wales (PHW) will deliver these elements within a broader set of actions to support the delivery of 'Prosperity for All: the National Strategy' and the future Welsh Government Obesity Strategy.	By June 2018
		4(i)	(b) clarify the purpose of Sport Wales and the role it and the sport sector are expected to play in the delivery of the wellbeing goals and objectives.	Clarification provided in Ministerial statement on 3 October 2017.	Complete Purpose to be revised in line with new Vision and part of new strategy
		4(ii)	(c) define Sport Wales' domain within the physical activity spectrum and what it will be held accountable for in terms of the wellbeing objectives.	Clarification provided in Ministerial statement on 3 October 2017.	Complete
		4(iv)	(d) revisit its policy statement on elite sport following the completion of the work Sport Wales has identified to explain why medal success is important.	Pending Sport Wales' review. Some additional work initiated at UK level with partners will inform the review.	Following Sport Wales' review. June 2018
WG	3	3(iii)	The Sport and Health sectors should be mandated to collaborate effectively on investment, research, social marketing and advocacy to impact positively and sustainably on whole population physical activity levels.	Accepted. Sport Wales and Public Health Wales will work together to deliver these elements within a broader set of actions to support 'Prosperity for All: the National Strategy'. SW and PHW to meet on 17 December. Initial meeting held with Natural Resources Wales (NRW) which was very positive. Draft Joint Action Plan between SW/PHW/NRW submitted to Ministers in April 2018 and being considered by respective Boards in May 2018 Meeting held with NHS Confed to revisit the purpose	Joint Action Plan agreed by June 2018

				and role of the MOU. Partners to be consulted on any future relationship or MOU with health on its purpose and focus. SW to speak at the NHS Confed and run a joint workshop with the Confed on best practice examples around physical activity.	
SW	4	3(i)(a-g)	<p>Sport Wales leads the development of a new, long-term, strategy for sport in Wales that:</p> <ul style="list-style-type: none"> (a) responds to the policy direction for sport that Welsh Government sets out in the context of its objectives to create a healthy and active Wales; (b) is based on a fully inclusive and transparent consultation and discussion with the sport (in its widest terms) sector and other relevant sectors and organisations, taking into account the wider responsibilities of some delivery partners. (c) establishes a clear line of sight between the Wellbeing of Future Generations (Wales) Act and the delivery of community sport and the sporting and performance pathway; (d) encompasses elite as well as community/grass roots sport and clarifies the definition of success and its importance to the wider policy agenda; (e) is linked to partners' strategies where relevant or where shared outcomes exist; (f) includes robust outcomes, metrics and performance framework with ownership clarity, and a transparent investment process. (g) is reviewed independently at periodic intervals. 	<p>Accepted.</p> <p>An engagement plan has been developed with independent consultants and shared with key partners and is published on our website. Timelines have been agreed and again published on our website.</p> <p>A national conversation has been opened to build on previous insight and to proactively invite the people of Wales to help shape the future direction. 5 Regional days have been agreed and invites sent to over 500 stakeholders.</p> <p>The formal consultation starts on the 15 March. All other elements will follow as the strategy takes shape.</p> <p>The engagement work (<i>The Conversation</i>) will inform the vision for sport in Wales, which in turn will be the foundation of the future SW strategy.</p>	<p>By June 2018.</p> <p>Vision for Sport in Wales launched July 2018.</p>
SW	5	5(i)	Sport Wales should complete and continue to share the work they have done on the wellbeing objectives and impact with their partners.	<p>Accepted.</p> <p>Discussions with other Public-Sector bodies are ongoing and positive. SW to facilitate a discussion with the National Governing Body (NGB) CEO Forum on what would be most beneficial for partners.</p>	Ongoing
SW	6	5(iii)	The wellbeing outcomes and ways of working should be embedded within all aspects of Sport Wales' responsibilities	<p>Accepted.</p> <p>These are being addressed as part of the National</p>	Ongoing

		5(v) 5(ii) 5(vi)	and activities, including its strategy/strategies and business plans and: (a) in defining its wellbeing objectives, Sport Wales should identify the partners who are critical to their delivery, where they might be integrated to deliver additional outcomes and who is accountable for delivery. (b) Sport Wales should provide some leadership to the sector by facilitating discussions to identify where the sector should be focusing its investments and efforts and where are the partners in other sectors they should be seeking to collaborate with. (c) Sport Wales should, as far as possible, engage with other public sector bodies such as Public Health Wales to develop joint objectives and impact measures where appropriate.	Conversation and development of the future agreement between PHW / NRW and SW. Regular meetings between SW, PHW and NRW scheduled.	
SW	7	5(iv)and 6(v)	Assessment tools should be developed to measure the sector's impact and social return on investment and should form part of the evaluation of progress towards the wellbeing objectives Sport Wales sets itself.	Accepted. An impact and evaluation framework will be developed alongside the outcomes framework. SW in discussion with the WG on how this could be led across the public sector to provide consistency and coherence.	June 2018
SW	8	5(vii)	Sport Wales should seek an effective and efficient mechanism for understanding, sharing and influencing Public Service Boards (PSBs) objectives and the partner engagement opportunities with NGBs and others.	Accepted in Principle. System being developed to ensure Sport Wales is able to respond to consultation of PSB Wellbeing Plans. SW is currently feeding back as part of the consultation on the PSBs plans. Meetings with PSBs will be held as part of the development and implementation of the new SW strategy.	Complete – system in place from January 2018
WG	9	6(iv) 6(i) 6(iii)	The Welsh Government should: (a) provide a longer-term budget to allow Sport Wales to plan strategically its investments and activities to deliver agreed objectives and outcomes. (b) issue the annual Remit Letter in a timely fashion to allow for a synchronised budget planning process. (c) include an outcomes framework and performance indicators in the Remit Letter to allow for more meaningful management of Sport Wales' performance	Accepted. 2 year budgets announced for 18/19 & 19/20 The Remit Letter was issued on 9 February 2018 and is a Term of Government remit. Sport Wales (SW) and Public Health Wales (PHW) will deliver these elements within a broader set of actions to support 'Prosperity for All: the National Strategy'	Complete Complete Ongoing

			against sector specific and integrated wellbeing objectives.	and the development of a Welsh Government Obesity strategy	
SW	10	6(ii)	Sport Wales should: (a) ensure its Business Plan properly reflects and reports against the contents of the Remit Letter and should publish and share it with partners.	Accepted. The Business Plan will be published on our website and a link sent to all key stakeholders for this to be viewed. As part of the new ways of working SW will work with partners to consider how best to involve partners in the on-going review evaluation and development of the long-term strategy and annual development of the business plan.	Complete. Ongoing.
		6(vi)	(b) consider a more flexible and mixed funding approach to allow for creativity, innovation and sport specific or local needs based solutions.	Funding approach to be considered as part of <i>The Conversation</i> and subsequent updated investment principles	Completion in line with SW Strategy development *
		6(vii)	(c) establish an agreement between Sport Wales and the WSA on who is to lead the commercialisation programme for NGBs.	SW & WSA working on clarifying roles. Current roles will be agreed as part of the 18-19 funding with ongoing dialogue as part of the development of the new strategy. Following initial dialogue and submission from WSA, a panel, made up of SW & WG officials, plus an independent, scrutinised WSA's Resilience Plan and made recommendations to SW & WG. Consequently, a formal procurement process needs to be established.	Revised date Oct 18.
		6(viii)	(d) adopt a more transparent approach to programme evaluation and consider the value of academic input from the Higher Education Sector to inform its research and evaluation strategy.	Evaluation will be considered as part of <i>The Conversation</i> and subsequent SW Corporate strategy.	Completion in line with SW Strategy development *
WG&SW	11	6(ix)	The Community Sport and Activity Programme should be subject to further consideration by Sport Wales and the Welsh Government in the light of the concerns identified in this report.	Accepted. Following further review, consideration and subsequent changes, SW and the WG have agreed to move to the first stage of the procurement strategy (i.e.	Ongoing

				Engagement Phase) in North Wales. Accordingly, an Expression of Interest document was issued in May 2018, with a submission date of mid-June. Second stage procurement scheduled to start late August until Nov. Sport Wales will work in partnership with the WG	
SW	12	7(i) 7(iii) 7(v)	Sport Wales should: (a) consider how best to manage their relationships with NGBs and local authorities so that the level of check and challenge is proportionate and balanced with providing advice and added value. (b) consider adopting a formal relationship with FE and HE for gathering insight, commissioning research and discussing areas for collaboration. (c) commission an independent survey of partners and stakeholders for the Board's consideration and the findings should be shared with the sponsor Department as part of the performance management process.	Accepted. Will be addressed as part of <i>The Conversation</i> and resultant new corporate strategy The implementation of this will be picked up as part of the ways of working and the new strategic plan and revised insight and policy plan lead by the two new Heads of service. Independent survey of Sport Wales will involve partners in the creation and all findings will be shared publicly.	Completion in line with SW Strategy development *
SW	13	7(ii)	In developing initiatives or new ways of working, Sport Wales should engage partners at the outset and adopt a transparent process where their views are considered and receive feedback.	Accepted. FSI & Young People Programme reviews are good examples of this working in practice. Further examples through the NGB 'New Operating Model Approach' – KPI/Strategy, Governance and Collaboration. <i>"Ways of working with partners"</i> to consider this. Will be covered during <i>The Conversation</i> and will be incorporated into the new Sport Wales Strategy	Completed. Ongoing. Ongoing.
WG&SW	14	7(iv)	Welsh Government and Sport Wales should consider the WSA's role in supporting NGBs and what avenues exist for them to receive funding to sustain their activities and expand them where there is recognised need.	Welsh Government and Sport Wales accept the future role of WSA should be considered. There is ongoing dialogue between Sport Wales and WSA over the resilience programme (see Review Ref	Oct 2018.

				6(vii) above). Discussions with WSA need to continue alongside the development of the SW strategy.	Completion in line with SW Strategy development *
SW	15	8(i) 8(ii) and(vi) 8(iii)	Sport Wales should: (a) develop a communications strategy that sets out some guiding principles for how it will consult with and listen to partners and stakeholders, sharing information and feedback with them. (b) develop a mechanism for receiving new ideas, insight and information from within and outside the organisation. (c) look for opportunities to promote partner successes and achievements.	Accepted. Partners will be consulted on this as part of developing the new " <i>ways of working with partners</i> ," which will form part of the new strategy.	Completion in line with SW Strategy development *
SW	16	8(iv)	In-house training and development should be considered as part of the contract when external consultants are brought in for special projects.	Accepted. To be incorporated into future contract options. For the CSAP project, an internal project manager was appointed in April 2018. They will work closely with the external consultants and receive the in-house training from the consultants.	Completed.
SW	17	8(v)(a-c)	Consideration should be given to increasing the capacity and collaboration of the Sport Wales Insight team : (a) Provide direct research, evidence and evaluation support to colleagues to inform the development of Sport Wales' programmes and initiatives. (b) Support partners to analyse survey data to understand the local impact of their activities and to share learning across the sector. (c) Develop a partnership with the FE and HE sector to commission and disseminate research project findings and co-ordinate a research service to inform policy development.	Accepted in Principle. To be considered as part of new SW strategy, following clearer understanding of demands and needs. Additional resource has been added to the team to strengthen this area.	Completion in line with SW Strategy development *
SW	18	8(ix)	Sport Wales should: (a) develop staffing structures which give consideration as to how best to manage the challenge of compliance and public accountability versus expert input.	Accepted in Principle. Work is currently underway to consider potential options	Post September 2018

		8(vii)	(b) discuss and agree the results of the staff skills matrix and the action proposed to address any gaps at the earliest opportunity, and implement a robust performance management process.	As vacancies arise, staff skills matrix is considered with a view to diversify our workforce	
		8(viii)	(c) consider any gaps revealed by a skills matrix of incumbent members for future Board appointments.	This will also be considered following the publication of a new SW Corporate strategy and as Board vacancies arise.	
SW	19	9(i)	Sport Wales should: (a) consider establishing a central function for gathering and sharing insight, good practice and learning across the organisation and with partners.	Accepted in Principle. This will be considered in more detail following the publication of a new SW Corporate strategy, and with a clearer understanding of demands and needs from partners.	Post September 2018
		9(iii)	(b) explore the value of an independent sounding board or advisory group to enhance the organisation's insight function.	SW is testing an independent sounding board as part of <i>The Conversation</i> . This will be considered as part of the ways of working and the new communications and insight plans.	
		9(iv)	(c) consider developing a platform for exchanging good practice, innovation and creative solutions with other Sports Councils and similar organisations outside the UK where roles and objectives are similar.	Already in practice with both UK and International partners.	
SW	20	9(ii)	The knowledge and experience of staff and all partners should be captured and shared where learning and successes would benefit others. This should be a priority shift in the added value role of Sport Wales going forward.	Accepted. Will be addressed as part of <i>The Conversation</i> and resultant new corporate strategy, with various options and mechanisms being explored. Clarity of the role and purpose of SW will be incorporated in the new strategy and be considered with partners.	April & September 2018

Areas for Further Research or Investigation					
WG/SW	Unique ID	Review Ref	Recommendation	Commentary	Timescale
WG&SW	21	12.2 – 12.4	<p>Sport Wales National Centres The future role and purpose of the Sport Wales' two national centres is a question that needs to be addressed in the context of their charitable purposes, the changes in the facility landscape since they were built, the ongoing cost subsidy required for their maintenance and the emergence of the Further and Higher Education sectors as providers of elite sport research and services.</p> <p>Plas Menai A range of options for the future management of the facility should be considered but not before its purpose and function as a Sport Wales asset is agreed in the context of the organisation's strategic direction and expected impact and outcomes.</p> <p>Sport Wales National Centre Again, the purpose and role of the facility should be considered in the context of the strategic direction of Sport Wales and its expected impact and outcomes. If the organisation were to continue to provide elite support service to athletes, the building would require further investment or a partnership with the Education or commercial sectors would need to be sought.</p>	<p>Accepted. Review of SW corporate strategy will determine future role of both centres. The WG review of facilities will also provide input.</p> <p>Building Condition surveys for both centres were undertaken in early 2018. Final reports received in May 2018.</p> <p>Terms of reference for the appointment of external consultants to review future operating models will be drawn up in July 2018.</p> <p>The Board has agreed to establish a Project Board to oversee the review process. The Project Board will start in September 2018.</p>	<p>Completed.</p> <p>Completed.</p> <p>September 2018</p>
WG&SW		12.5	<p>Sport and Leisure Facilities The changing facility landscape was an issue and concern to many of the contributors to this review and some suggested that Sport Wales should play a more prominent role in advocating and providing solutions. We are aware the Welsh Government is conducting a review of sports facilities in Wales and would suggest it considers the following comments/suggestions that have emerged from our review:</p> <p>(i) It is not sustainable for sports clubs in close proximity</p>	<p>Accepted. These issues to be picked up as part of WG's review of facilities.</p> <p>Significant, ongoing support provided to support the sports facilities reviews being undertaken by the Welsh Government</p> <p>Sports Facilities database and online portal for partners is under development by Sport Wales.</p>	<p>Ongoing</p>

			<p>to others to have their own facilities and there should be a shift to create flexible spaces where clubs share resources.</p> <p>(ii) Welsh Government requires a more transparent and collaborative approach and its partners, including Sport Wales, should invest strategically in facilities for sport and physical activity that meet demand, are financially viable and sustainable, and address health inequalities in communities.</p> <p>(iii) The facilities review needs to clarify whether hosting a multi-sport event like the Commonwealth Games is a realistic ambition.</p> <p>(iv) The interface between sport and major sporting events and the role the latter play in the promotion, encouragement and facilitation of participation was not clear. There was a need for a clearer rationale for investment in facilities to host major events.</p>	<p>Discussions with NGB / LAs regarding club hub models are being covered in the National Conversation.</p> <p>Consideration is also being given to the 21st Century schools program and how best practice can be shared / implemented across Wales.</p>	
WG		12.6	<p>Periodic Review of Sport Wales Sport Wales should be subject to periodic reviews of its function and form.</p>	<p>Accepted. This will be considered in the context of the Framework document with WG.</p>	Ongoing

*Sport Wales September board to consider detailed timeline for completion of Strategic Plan.