

Sport North Wales:

# Getting People In North Wales Active. For Life.

---

Sector Engagement  
Briefing Document



## Contents

---

Foreword

P03

---

### Sections

---

P04 – 08

# 1

**The Ambition  
& Opportunity:**  
Transforming  
sport and physical  
activity. Together

P09 – 12

# 2

**Goals and  
Outcomes:**  
What we are  
trying to achieve

P13 – 17

# 3

**The Role:**  
What are we  
looking for?

P18 – 28

# 4

**The Process:**  
What happens  
next?

---

### Appendices

---

The following appendices can all be found on [playyourpart.wales](http://playyourpart.wales), and provide background information on the work to date.

- 
1. Sport North Wales Business Case
  2. Roles of partner organisations
  3. Population demographics
  4. Sport North Wales Framework for embedding equality and safeguarding

# Foreword

**Sport North Wales\*: Creating active healthy communities that we all want to live in, now and for the future. Getting our communities active through sport.**

We all acknowledge that regular physical activity is fundamentally important to the health and well-being of our communities and an effective community sport system is vital if we are to deliver our aspiration to get everyone active through sport.

There has been positive progress in the number of people who participate in sport. However, with levels of participation variable across our region, a demand for more sporting opportunities in Welsh, persistent high levels of latent demand and the likelihood of reduced budgets,...much more still needs to be done!

Despite our recent progress, too many people - who could benefit from regular activity – simply don't. That's girls and young women, disabled people, BME communities, and those living in remote rural, and our poorest, areas to name but a few. Our shared ambition should be to change this and to put the needs of participants (and non-participants) at the forefront of our thinking.

Following on from the sector engagement events held across North Wales in January 2018, this briefing document sets out Sport Wales' current thinking on how Sport North Wales will be delivered. However, it is recognised that this is an outline process and we have built in flexibility in the approach and timescales to ensure we get the right outcome.

This is an exciting opportunity. We have a strong sporting culture, a solid community sport platform to build from, an outstanding and perhaps unrivalled natural environment, superb sporting facilities, and a dedicated skilled workforce that wants to be empowered to innovate and achieve greater success.

By the end of 2018, North Wales will have its own unique organisation, Sport North Wales, to get communities active. We want to work with you to create it. This new organisation will lead our work with partners to transform sport and physical activity across the region.

**Together, we can transform sport and physical activity in North Wales. Play Your Part.**

**Graham Williams**  
Director of Community Engagement

\* Sport North Wales (SNW) is the working title we have adopted for the new agency, which will deliver sport and activity in North Wales. We are not tied to this title and welcome new and imaginative names from tendering organisations, in particular we are looking for partners who can take on the challenge and help deliver a rewarding outcome.

# The Ambition and Opportunity: Transforming Sport and Physical Activity. Together.

Section

1

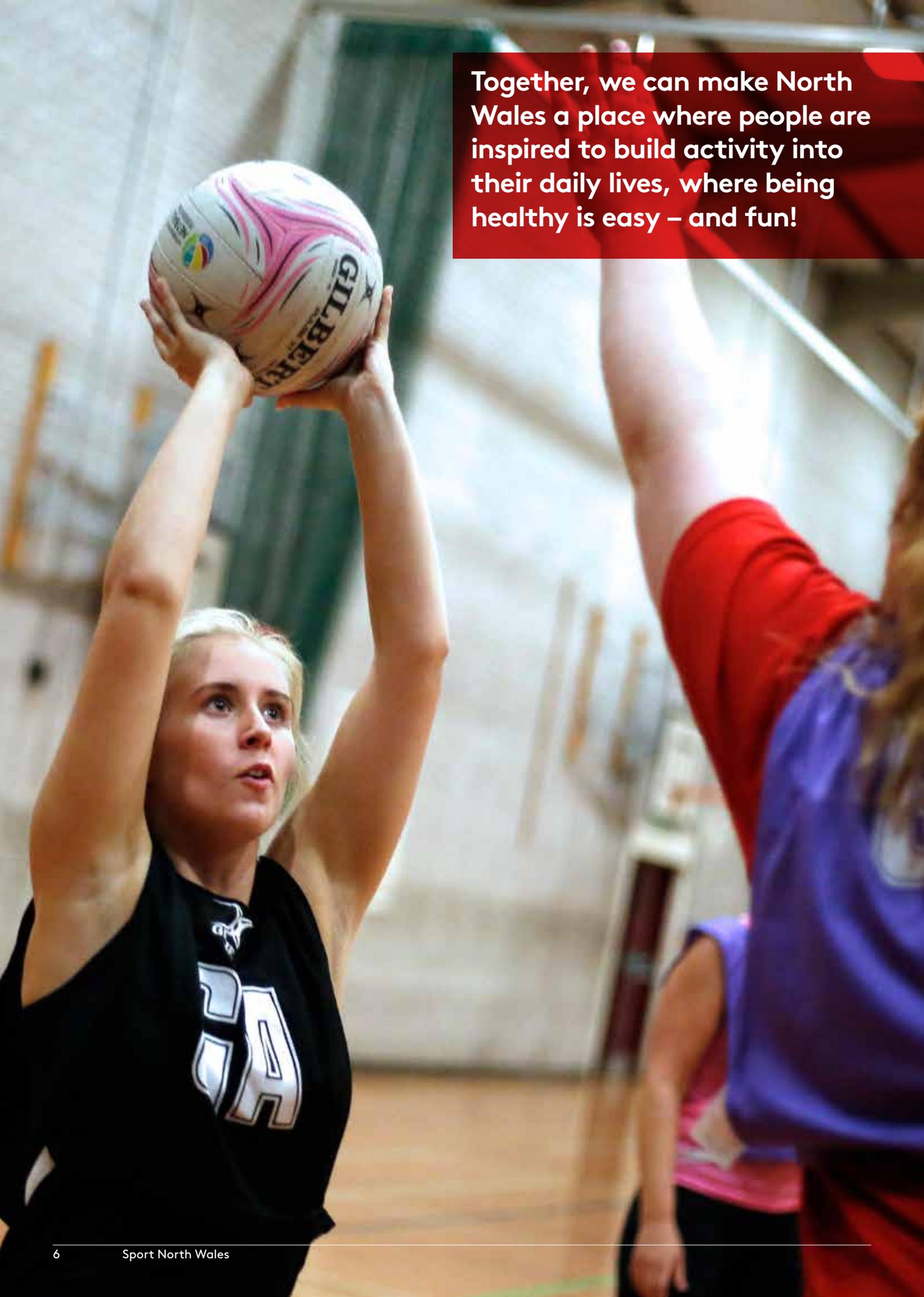
# Creating active healthy communities that we all want to live in, now and for the future: Getting our communities active through sport and physical activity

## The Ambition

---



At Sport Wales our interest is helping everybody get active and stay active – for life. At the skate park or on the beach. In the pool or at school. At the club or on the track. We are all different and have our own interests, but what’s important is that everybody has the skills and opportunity to be active. Together we can tackle the low levels of participation amongst certain groups. In Wales today far more boys play sport than girls. The same is true with other groups. It’s vital that more disabled people, more people from diverse communities, and more people from lower income families take part in sport and physical activity. Everyone must be able to reach their potential – whether that is being active with friends, enabling other people to be active, joining a community 10k run, or becoming a top athlete.



**Together, we can make North Wales a place where people are inspired to build activity into their daily lives, where being healthy is easy – and fun!**



## Introduction

---

**Together, we can make North Wales a place where people are inspired to build activity into their daily lives, where being active is easy – and fun!**

Working with and supporting you, Sport Wales is aiming to create and implement a world-class delivery and operating model for community sport in Wales which:

- Makes it easy to be active through sport
- Increases the number of high quality opportunities available
- Removes the barriers identified by certain groups
- Creates a connected active community – e.g. links between schools/ clubs/ leisure centres/ voluntary groups
- Inspires people to be more active - through activities/ facilities / programmes/ environments
- Narrows the gap in participation between the general population and focus groups
- Creates complete sporting pathways (ways in which people can join and progress as much or as little as they like in any chosen sport. The pathways can be joined, left, re-joined at any stage and by all ages)
- Increases the percentage of people undertaking regular weekly activity and meeting Chief Medical Officer (CMO) guidelines

We have undertaken extensive consultation with the sector and developed a business case for the new model, both nationally and for North Wales. This Briefing Document provides you with:

- An overview of the key outcomes and goals Sport Wales is trying to achieve
- Links and details of useful resources and background documents for you to find out more
- Details of next steps and the process Sport Wales is developing to create and implement the new organisation

In response to your feedback we are changing to an outcome based approach that must contribute to the goals and ways of working set out in the Well-being of Future Generations (Wales) Act 2015 (WbFGA). Whilst we are clear about our goals and outcomes, we are flexible in our process and the structure of Sport North Wales, so please use this sector engagement phase to contribute and help shape how we deliver an innovative organisation. Although we have defined the process within this document, we are mindful that it is important to get the right outcome, and so flexibility is key.



## Why Should I Get Involved?

---

There are many organisations which share our ambition, and whose own outcomes and goals are very closely aligned to this work. We believe there are multiple benefits from getting involved, for example:

- An opportunity to work with all sectors of the community to effect real change
- The opportunity to shape and drive community sport in North Wales (and Wales)
- Maximise resources to ensure the opportunity to build economies of scale
- Deliver your own community sport objectives in partnership with others across the sector
- Development of a long term partnership with Sport Wales and to develop pan-North Wales partnerships
- Access to funding
- The potential to innovate and deliver high quality services for the communities that you serve

We believe this is an exciting prospect for organisations across a range of sectors: whether you are a Local Authority, Educational Establishment, Health Organisation, Charity or Voluntary Organisation, Leisure Facility Operator (or Trust), Sports Club or other Community Organisation.

We trust you will consider this opportunity and see the benefits in participating in the sector engagement and – ultimately – the commissioning process. In particular we are keen to understand any concerns you may have with regards to the process (e.g. timescale, risk, resources required), so we can tailor this to ensure that together, we achieve the right outcome.

---

**An opportunity to work with all sectors of the community to effect real change**

# Goals and Outcomes: What we are trying to achieve

Section

# 2

The ultimate goal is to ensure that Sport Wales is investing in getting the population active, keeping them active and ensuring they stay active for life. For some people in our communities there are a number of barriers that make it more difficult to be active and this is especially the case for those living in poverty. We want you to proactively engage and support those communities and remove barriers to participation.

---

We want to see more people undertaking regular weekly activity, in line with the recommendations made by the CMO, and for this to be sustained throughout their lives. The greatest health gain is for people who are either currently inactive, or infrequent participants, who become regular weekly participants. Sport Wales' investment and the role of Sport North Wales will be to increase participation of those 'infrequent participants' and those who have the potential to become regular weekly participants.

In developing this approach, we recognise there are a number of organisations that have a role in getting the Welsh population more active. Sport North Wales focuses on how Sport Wales' investment can best be delivered to contribute to increased levels of activity. The new organisation will be expected to engage and develop effective partnerships with the other organisations that have a role in increasing levels of physical activity, for example local authorities, Public Health Wales, Getting North Wales Moving and the health board.





## Desired Outcome

---

We want to establish a long-term strategic partnership in North Wales that will deliver our collective ambition to get more people active through sport and places the requirements of the WFGA at the heart of its planning and ways of working. The commissioning of Sport North Wales will ensure that a significant contribution is made to the following outcomes:

- Getting more people active at every stage of their lives: while they are at school, when they leave education, when they get a job, if they have a family of their own, and when they retire.
- Providing children with the best start in life and giving them the knowledge, motivation and confidence to be, and stay, active.
- Investing effort and resources where it is needed most, where there are significant variations in participation and where there is a lack of opportunity or aspiration to be active.

Sport North Wales will provide people with the opportunity, through sport and physical recreation, to adopt a healthy lifestyle of regular physical activity. On the following page we have set out the outcomes and measures of success we are seeking – both at a strategic (coordinating) level and at a delivery level.

You will play a role to help nurture and develop talent to deliver sporting success that inspires people and reinforces our identity as a sporting nation.

---

**Sport North Wales will provide people with the opportunity, through sport and physical recreation, to adopt a healthy lifestyle of regular physical activity.**

## Strategic Outcomes

- Sport has a high profile in North Wales and is effectively contributing to the goals set out in the WbFGA and Prosperity for All
- An organisation with good governance, that is able to ensure key standards and expectations are delivered
- A sustainable programme of attractive, effective sport and activity services
- An engaged partnership network efficiently delivering innovative schemes
- Impact of Sports Wales investment increases through leverage and commercial investment
- Communities positively engage with commissioned services
- A partnership able to deliver at the cutting edge of thinking and delivery processes
- The single “go to” resource for all locally delivered sport and activity

## Delivery Outcomes

- Young people have the motivation, skills, knowledge and understanding to take part in physical activities for life
- Through exposure to a wide range of high quality activities, young people are able to make informed choices that support regular weekly physical exercise
- Everyone is able to participate, irrespective of background and circumstance
- There is a skilled and diverse workforce
- There is sufficient local capacity to ensure consistency of access to opportunities
- Investment delivers insight-led outcomes, is used as a development tool and attracts extra resources

## Sport North Wales Performance Indicators

- More people meeting the Chief Medical Officer’s physical activity guidelines
- More people undertaking sport and active recreation on 3 or more occasions per week
- An upward trend in the population undertaking regular, weekly activity
- A narrowing of the gap in participation between the general population and focus groups (e.g. women and girls, BME communities, those living in poverty)



The CMO guidelines, WbFGA and the development of the business case can be found in the resources section of [playyourpart.wales](http://playyourpart.wales)

**The Role:**  
**What are we  
looking for?**

**3**

Section

# Sport Wales is seeking a partner to deliver Sport North Wales. The preferred partner will be asked to:



## This will be delivered in two ways:

### Strategic Leadership

- Delivering outcomes
- Regional strategic leadership: planning, coordination and prioritisation of investment
- Embedding equality, diversity, and governance in the operating model
- Adopting effective behaviours that ensure the 5 ways of working in the WbFGA (Long term, Integration, Involvement, Collaboration, Prevention) are central to planning and delivery.

### Commissioning and/or Delivering High Quality Services

- Commissioning quality services, initiatives and programmes,
- Potentially delivering services, initiatives and programmes, based on insights, and which build on the successful aspects of the current delivery system.



The roles of potential partnership organisations are described in more detail at: [playourpart.wales/resources/](https://playourpart.wales/resources/)

# The Sector Engagement Stage for Sport North Wales is the first step to being at the vanguard of change for community sport and activity in Wales.

## How can you get involved?

Sport Wales is seeking cross-sector support and involvement in the delivery of Sport North Wales. Whether you are a Local Authority, Educational Establishment, Sports Club, Charity, Leisure Operator or Health Organisation, we believe there is a role for all:

- Lead Body or preferred partner – leading Sport North Wales and entering into a contract with Sport Wales
- Part of a consortium or supporting role – as a key member of a consortium who currently contributes to the sport delivery in North Wales
- Part of the supply chain – delivering specific programmes and activities for Sport North Wales (either across the region or in one specific area)
- Funder & supporter – bringing in additional funding through sponsorship, or donations, to support and deliver enhanced outcomes
- Advocate – help promote the work of Sport North Wales

**This is your opportunity to get involved. Through the sector engagement programme you will have the opportunity to meet and liaise with other organisations, so you can identify how to play your part in Sport North Wales.**

The ultimate goal is to ensure that Sport Wales is investing in getting the population active, keeping them active and ensuring they stay active for life.



## Resources

---

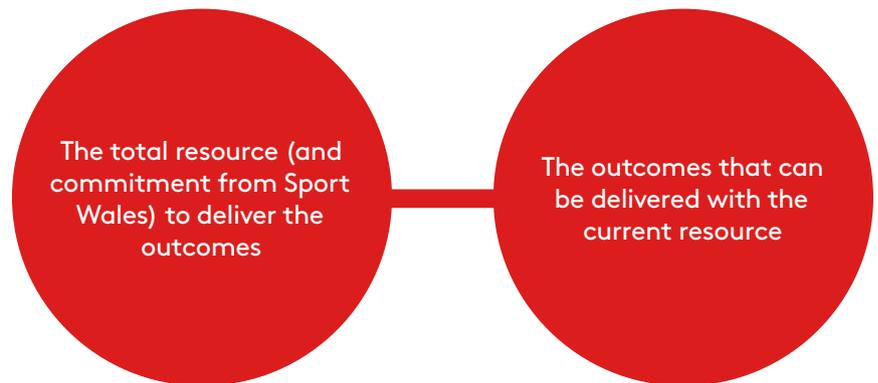
We will make a significant investment to achieve the desired outcome. We have also developed a suite of resources to help explain your role and the roles for Sport Wales and others in achieving the goal. In addition, we will provide a wide range of services and staff to support you. We anticipate that you will also bring a range of skills and resources to help achieve our goal.

We will make available circa £200,000 per annum of core funding, with a further £2.8 million per annum from Sport Wales administered Lottery and Welsh Government funding available after the transition phase has been satisfactorily completed. This will be to develop, commission and deliver high quality opportunities to ensure people get, and stay, active through sport.

It is recognised that the funding available is based on current budgets, and Sport Wales will expect the preferred partners to demonstrate their delivery of the key outcomes to enable future funding to be made. We recognise that to deliver our goal there may need to be additional funding. The preferred partners will therefore also be expected to demonstrate how they will raise these additional funds (including Value In Kind) through enterprise and innovation.

---

**To this end, through the tender process we may be seeking two options from partners:**



---

# £2.8million

We will make available circa £200,000 per annum of core funding, with a further £2.8 million per annum from Sport Wales administered Lottery and Welsh Government funding available after the transition phase has been satisfactory completed.

# The Process: What happens next?

# 4

Section

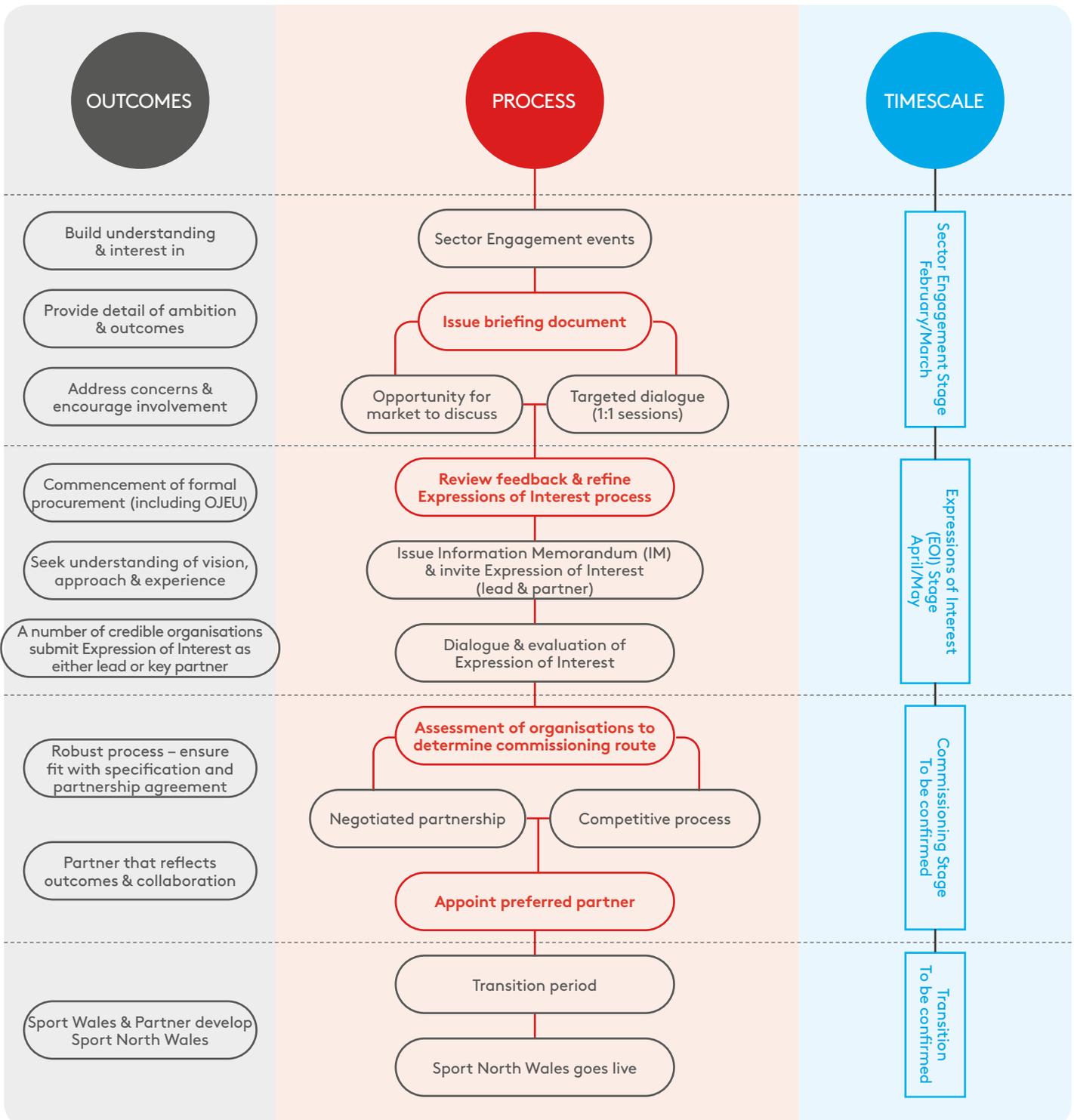
# Procurement Process

Sport Wales understands and appreciates that the new approach will bring challenges; equally Sport Wales does not want to preclude any organisation which has the ambition to play their part in Sport North Wales.

Sport Wales is currently adopting the following process, incorporating a formal commissioning stage, however it is important that this is flexible, and as such it may change following the completion of the Sector Engagement stage. We are keen that organisations engage and provide feedback on the process to help inform the future delivery of Sport North Wales.

The formal tender process is expected to follow the OJEU light touch regime.

This flow diagram summarises the process that Sport Wales is seeking to follow. We provide further detail below on the key stages and approach, with an indicative timeline for the process. Please note that these timescales are flexible, should more time be needed to get the best outcome for Sport North Wales.



Stage	Description	Key Dates
Case for Change	Development of the Case for Change and Sport North Wales Business Case following consultation with key partners.	Complete
Sector Engagement	<p>This is the stage where we seek feedback from the sector and shape the formal commissioning process:</p> <ul style="list-style-type: none"> <li>– Engagement Sessions to introduce Sport North Wales</li> <li>– Launch of this briefing document to provide further information and give the opportunity for organisations to feedback</li> <li>– Consultation sessions held with sector organisations to discuss the approach and outcomes</li> <li>– Contact with key organisations likely to be bidding to hold one to one informal discussions</li> <li>– Review feedback and finalisation of the Expression of Interest approach and documentation</li> </ul>	<p>Complete Feb/March 2018</p> <p>Feb/March 2018</p> <p>March/April 2018</p> <p>March/April 2018</p>
Expression of Interest	<p>Sport Wales proposes to advertise the opportunity (including OJEU) and invite organisations and consortia to submit a formal Expression of Interest (EOI) in the opportunity.</p> <p>It is anticipated this will include the requirement to formally register your interest and provide information on:</p> <ul style="list-style-type: none"> <li>– Your organisation (and consortium) details</li> <li>– Relevant experience and background</li> <li>– Details of your anticipated structure and approach</li> </ul> <p>It is anticipated that following the Expression of Interest there will be dialogue and evaluation, taking into account your background and your approach (such as a collaborative approach).</p>	<p>April/May 2018</p> <p>May 2018</p>
Commissioning Sport North Wales	<p>Subject to the response from the Expression of Interest stage Sport Wales will formally enter into a commissioning process which could include any of the following (or indeed other approaches identified through the engagement):</p> <ul style="list-style-type: none"> <li>– Formal Invitation to Tender process to allow competitive bids</li> <li>– Partnering approach with a number of interested organisations to reflect collaboration</li> <li>– Development of a Sport Wales subsidiary</li> </ul> <p>It is expected that the commissioning process (assuming a formal tender process) will enable Sport Wales to appoint a preferred partner, and that the key process will consist of the following:</p> <ul style="list-style-type: none"> <li>– An invitation to tender which includes a specification, evaluation criteria and draft contract</li> <li>– Dialogue with organisations invited to tender to discuss the documentation</li> <li>– Submissions received from interested organisations</li> <li>– Evaluation and appointment of a preferred partner</li> </ul>	Timescales to be confirmed
Transition	Transition period where Sport Wales and the preferred partner develop Sport North Wales and ensure that the new organisation is fully mobilised.	Timescales to be confirmed
Implementation	Sport North Wales becomes fully operational.	Expected to be 1 April 2019

The timetable is provisional at this stage and may be amended.



## Sector Engagement - Who should respond?

---

**Nurture and develop talent to deliver sporting success that inspires people and reinforces our identity as a sporting nation.**

Sport Wales is approaching the appointment with an open mind. Ahead of the formal commissioning process we want to engage with you to shape and structure our approach, so that any organisation bidding will be able to demonstrate that they:

- Will be viable, and sustainable in the long term
- Have a vision for the future
- Have a strong understanding of the sporting landscape within which they will be operating
- Are able to give an account of the steps that they will take to advance equality, diversity and inclusion both internally and through delivery
- Have a track record in meeting safeguarding standards
- Can evidence a track record in delivery and have a mix of skills relevant to the challenges they have to meet.

**Sport North Wales can potentially take many forms. For example it could be:**

- A completely new organisation, perhaps a new bespoke Not for Profit Organisation
- A consortium of existing organisations
- An organisation led by an existing organisation, which could come from any sector
- An organisation acting as an umbrella for service providers
- An educational establishment or something completely different

Sport Wales anticipates that a completely new organisation could emerge which, whilst comprised of elements which individually or collectively will have had track records on delivery, governance and financial stability; will not have a track record themselves as the new entity.

**We do expect that the preferred partner for Sport North Wales could come from any sector and indeed it is likely that the best responses will reflect a wide range of interests across different sectors, such as:**

- Local Authority partners
- University and/or Further Education Institutions
- Health Organisations
- Charity or Voluntary Organisations, whether currently working in community sport or not
- Leisure Facility Operators
- Sports Clubs and other sports organisations
- Community Associations

We anticipate that all of the organisations above (and others) have a role to play in delivering Sport North Wales (as illustrated earlier) so please use this opportunity to input into this process, and identify other partners, who you can support or work with, to be part of Sport North Wales.

Following on from the engagement sessions in January, Sport Wales has set up opportunities for organisations to raise queries and provide feedback on the approach and overall outcomes as follows:

- **Website – [playyourpart.wales](http://playyourpart.wales)** which has a series of FAQs and also provides the opportunity for organisations to link with other like-minded organisations to potentially partner up
- **Email** contact point for organisations to provide feedback and raise questions
- **Consultation sessions** for organisations to book an appointment to discuss their interest and also identify other potential organisations they could partner with as part of Sport North Wales. These sessions can be booked through the website



Sport Wales is keen that all organisations have an opportunity to discuss their approach or thoughts in the Sector Engagement and as such are willing to have further consultations and dialogue as required.

Any organisation should contact [playyourpart@sport.wales](mailto:playyourpart@sport.wales)

**At this stage there is no formal commitment required from organisations and Sport Wales is seeking feedback and input to structure the process beyond the engagement**



## Expression of Interest Stage

---



Following the sector engagement, and once Sport Wales has reviewed the approach and potential level of interest, we propose to launch an Expression of Interest (EOI) stage which would be the commencement of the formal commissioning process. This is likely to include:

- Advertising the opportunity through OJEU and other journals of relevance
- Issuing of an Information Memorandum (IM) which will set out the key requirements from organisations but this is anticipated to include:
  - Background and experience of the organisation
  - Your vision for the future of Sport North Wales
  - Your approach to governance and the future organisation
  - Information on any partners and your consortium (if appropriate)
  - How you plan to approach collaboration across the sectors and demonstrate partnerships
  - Your timescale on the approach

- The IM will also set out how Sport Wales will evaluate Expression of Interests to assess whether bidders would have the ability to deliver the outcomes, as well as the likely approach to the formal commissioning process
- Organisations will be invited to submit responses by a closing date, following which there is likely to be dialogue with interested organisations to enable the commissioning process to be refined. For example, it may be that those expressing an interest could partner with other organisations to deliver a better solution.

It is anticipated that the Expression of Interest responses will be structured so that bidders do not have to invest significant resources in responding. For example, if a new organisation is to be established, there will not be a requirement at this stage that the organisation is already formed.

**Sport Wales do not expect organisations to have fully developed their approach or indeed have formed any new legal entities. This stage is to understand the likely level of interest from the market to enable Sport Wales to determine the most appropriate commissioning route.**

# The Commissioning Process

The ultimate goal is to ensure that Sport Wales is investing in getting the population active, keeping them active and ensuring they stay active for life.

It is recognised that the development of Sport North Wales is both challenging and has the potential to be truly transformational. As such, it is important that it delivers on the outcomes. Following the Expression of Interest stage and dialogue with interested parties, Sport Wales will review the commissioning process and whilst we describe a formal tender process below, may consider alternative approaches to commissioning, such as:

- A negotiated partnership, where Sport Wales works with a number of partners who have expressed interest to create and develop Sport North Wales through the transition
- A Sport Wales subsidiary which is established as Sport North Wales to deliver the outcomes

During the commissioning stage, interested parties will be invited to demonstrate how and when they intend to establish their independence, using for example:

- Existing resources from a contributing organisation
- Support accessed through other agencies
- Support of parent companies
- Support of host authority/trust/company
- Specialist legal support
- Banking/financing references.



**It is expected that the Invitation to Tender will include the following key documents (subject to the approach undertaken):**

- Instructions and Guidance to Bidders – setting out the bid requirements and the evaluation approach
- Specification – including detailed outputs, measures, outcomes, approaches, behaviours and successes against which the preferred bidder will be expected to deliver
- Partnership Agreement – the formal legal agreement to be signed by the preferred partner

Bidders will be expected to provide a series of method statements on how they will deliver the specification in the form of an outcome and performance based framework, which demonstrates how it will achieve the outputs, targets and outcomes set by Sport Wales in the tender documentation.

The evaluation process will score the tender response against the specification and delivery of the desired outcomes (demonstrated through their method statements) with the highest scoring tender being selected as the preferred bidder. The scoring and evaluation process will be set out in detail as part of the tender documentation.

**As a minimum, organisations considering submitting a tender will need to be able to demonstrate that they:**

- Have an in depth knowledge of the region including the issues relating to activity and sport participation
- Understand the goals and ways of working within the Well-being of Future Generations (Wales) Act and can actively apply them to their work
- Understand equality legislation relevant for organisations providing a public function
- Committed to delivering the Embedding Equality and Safeguarding Framework
- Can demonstrate a track record (which may be through the delivery partners within a new organisation)

- Have (or are able to set up) viable governance procedures
- Have (or are able to adopt) policies and procedures which meet Sport Wales standards
- Have (or are able to demonstrate that they will have) financial security

Sport North Wales, operating within its agreed framework of performance outcomes, will have autonomy to decide how best to deliver sport and activity services within the region.

During the Commissioning Stage a series of dialogue sessions will be held with organisations who are planning to submit a tender, in order to clarify the key requirements and help bidders to shape and structure their submission.



# Transition Period

The new Sport North Wales will be supported by Sport Wales through the first year of its operation or until the partner is fully operational and able to demonstrate full sustainable viability. Support will vary according to demand but could include the following:



This briefing document is being issued to describe what is being offered and what is being sought. We anticipate that it will raise many questions, which is why the process has built in opportunities to meet with the Sport Wales project team to discuss options and get guidance/clarification.

**During the transition period Sport Wales will expect the preferred partner to deliver on its approach as set out in the method statements and will provide support and resources to work with the preferred partner to deliver a successful transition. Sport Wales also expects that the preferred partner will be in a position to sign a partnership agreement early in the transition period.**

## What Happens Next?

---

**This is your opportunity to get involved and play your part. Help shape the process and overall approach by providing feedback and discussing your interest:**



Visit the website [playyourpart.wales](http://playyourpart.wales) to review background documentation, read the FAQs, submit feedback and find other like minded organisations interested in bidding or supporting bids

If you are a local club/organisation/or individual you will find all the available information on the website. We will continually update the site as the process develops. Once a Lead Body is appointed later this year, it will begin its local consultation across North Wales to shape the way forward. This will be a great opportunity for you to PlayYourPart and help to shape the future for North Wales - so if you would like to be contacted when this takes place please register your interest.

If you represent an organisation which has an interest in playing a significant role in the delivery of Sport North Wales either as a lead or a key partner, or you are simply considering your options then please register to join us at one of the consultation sessions or use the contact form to send us a message.



Book into a consultation session to discuss your interest with Sport Wales



Submit key questions through the website or via email to [playyourpart@sport.wales](mailto:playyourpart@sport.wales)



Contact [playyourpart@sport.wales](mailto:playyourpart@sport.wales) for an informal discussion about the approach

**Alternatively, you can wait until the opportunity is advertised (expected to be in April/May 2018) when full details of how you can submit an expression of interest will be released.**

**Be part of  
something great!  
Sport North Wales**