

sportswales
chwaraeoncymsu

NEW INVESTMENT MODEL

FREQUENTLY ASKED QUESTIONS

THE NEED FOR CHANGE

Q1: WHY IS A NEW INVESTMENT MODEL NEEDED?

The old model was too focused on numbers and what could easily be measured, rather than what really matters. The funding relationship between Sport Wales and partners was also too much like a parent/child relationship. In order to achieve the new vision for sport in Wales, and with public funds more precious than ever, we have developed a bold new investment model which will encourage more innovation, collaboration, greater flexibility and more accountability.

It will also help to build capability among our partners so that they can provide even better opportunities to create an active nation where everyone can have a lifelong enjoyment of sport. The new approach has been developed following engagement with partners and key stakeholders, building on the feedback and collective research of different investment models from across the world.

Clear, transparent funding decisions will be directly linked to our new strategy, and the relationship between us and partners will be based on genuine partnerships and trust. The approach will be led by participants and the emphasis will be on measuring to improve rather than to prove. It is also critical to see the wider picture of investment beyond Sport Wales – more capable, accountable, insight led organisations will be a far stronger prospects to other potential funders.



THE NEED FOR CHANGE

Q2: WHEN AND HOW WILL THE NEW MODEL BE INTRODUCED?

The new model will be introduced in 2021/22, but some of the key principles such as accountability and capability will start to be phased in during the 2020/21 partner agreement process. The new investment model may result in financial changes to partners that have received Sport Wales funding previously. Therefore, any increases or decreases will be capped and phased in over a period of years to enable partners to adequately plan and adjust to their new funding amount. We will support partners with becoming more sustainable or building capability/capacity to manage any change in investment.

Q3: HOW TRANSPARENT IS THE NEW MODEL?

Objective criteria, based on national surveys, official statistics and performance data will be used to allocate investment to partners. To make the process completely transparent, a full explanation of how and why various criteria are used is being made available to partners. This will provide a detailed breakdown of the criteria used, and how weightings will be applied. We will share all of the data used beyond the principles of the investment model as it is a valuable resource to help partners understand trends and themes within Wales.



THE NEED FOR CHANGE

Q4: HOW DOES THE NEW MODEL ENCOURAGE COLLABORATION?

By establishing a transparent approach which determines a partner's maximum funding through objective criteria, we feel that the new model eliminates competition for resources and thus empowers collaboration. The new model provides much greater flexibility as partners can decide how best to use their funding, either as an individual organisation, or in collaboration with others.

Q5: WILL PARTNERS BE ABLE TO CHOOSE TO APPLY FOR THEIR FUNDING RATHER THAN RECEIVING AN ALLOCATION?

No, partners won't be able to choose. Where official data is available for a partner, this will be used to determine a maximum investment level. However, national data isn't available for all partners, so these organisations will need to complete a funding application which will be assessed by a mixed panel of experts.



ACCOUNTABILITY

Q6: CAN YOU EXPLAIN A BIT MORE ABOUT THE CHANGE IN APPROACH TO ACCOUNTABILITY?

Our old approach to accountability was based too much on what could be easily measured, rather than what really matters. Our new strategy commits us to developing great partnerships and encouraging learning – the key mechanism for continuous improvement – so we need a new approach to accountability. Partners will be encouraged and supported to give an honest account of their actions and to prioritise the collection of insight which is useful to help them learn and improve, rather than to satisfy us as a funder.

Q7: HOW WILL YOU ENSURE THAT PARTNERS ARE WORKING TOWARDS THE AIMS OF SPORT WALES' NEW STRATEGY?

For the first two years, we will use a series of accountability statements to guide discussions and case-by-case goal setting for each funding cycle period. All of the accountability statements are linked to Sport Wales' new strategy, and we believe that this new approach to accountability will enable sport in Wales to thrive.



THE USE OF INSIGHT AND DATA

Q8: WHY AREN'T MEMBERSHIP FIGURES BEING USED ANY MORE?

We are taking this decision in part to allow National Governing Bodies to focus on what is important to them and not just membership figures. This is a decision based on reflecting on the feedback we had from partners at the start of this process. We feel that this reflects the commitment we have made to move away from an outcomes-based management approach.

Although data that partners gather, including membership figures, won't be considered for the investment criteria, we would certainly encourage partners to continue collating and using their own data if they find this valuable to their own decision making.

Q9: HOW WILL PERFORMANCE DATA BE USED?

Performance data will be used as part of a suite of data alongside the School Sport Survey and National Survey for Wales data.



THE USE OF INSIGHT AND DATA

Q10: HOW MUCH IMPORTANCE IS BEING PLACED ON CURRENT PARTICIPATION IN A SPORT COMPARED TO FUTURE DEMAND?

The new model is designed to reflect the sports that people in Wales are participating in (using the results of the School Sport Survey and the National Survey for Wales), as well as which sports they'd like to engage with more. The data will be weighted more favourably for those actively participating in a sport above the demand to do so. Giving greater weighting to participation will ensure that there is an incentive to turn demand into action.

Q11: AS THE NEW MODEL USES DATA FROM THE SCHOOL SPORT SURVEY, HOW IS THIS FAIR ON SPORTS WHICH AREN'T PLAYED IN SCHOOLS?

The new model takes data from the sports that children are taking part in within their community and club settings only – not within schools. The rationale behind this approach is to truly capture the area where a national governing body partner can have its clearest impact. By identifying participation levels and demand, we will recognise the maximum possible reach of a funded partner based on the size and scale of their sport.



THE USE OF INSIGHT AND DATA

Q12: WHY IS DATA FROM THE 2015 SCHOOL SPORT SURVEY BEING USED RATHER THAN 2018? AND HOW CONFIDENT ARE YOU THAT THE 2015 DATA IS ROBUST?

The 2015 survey was the last time that the question was asked regarding 'once a week participation in sport'. This question will be put back into the next survey in 2021, and in all future surveys.

We are confident in the data that we are using. The School Sport Survey has a sample size of between 100,000 to 120,000 so provides a strong evidence base in which to evaluate data and eliminate any anomalies. A significant amount of work is also undertaken to ensure that the data is properly weighted to reflect the population across Wales.

While the frequency of participation question was not asked in 2018, the overall participation rates and latent demand for Wales between the 2015-2018 period was static. When examining any participation by sport between 2015-2018 we can see that at the community or club setting no sport has seen an increase in its overall participation beyond 1.1%. This gives us a level of certainty that there have been no dramatic increases which would undermine the use of the 2015 data set, or radically impact on any given partner's funding profile.



CAPABILITY

Q13: WHAT HAPPENS IF DEMAND SURGES FOR A SPORT THAT CURRENTLY RECEIVES LOW LEVELS OF INVESTMENT?

Any rise in demand for a sport will be a factor in funding decisions, but capability would be an equally important consideration in such a situation. If there is a dramatic surge in demand, but a national governing body doesn't have the necessary foundations in place to manage any increased funding responsibly, then we will work with the NGB to increase their capability so that they are better positioned to handle that increased demand. Any funding increases will be capped and phased in over a period of years to enable partners to adequately plan and adjust to their new funding amount.

Q14: WHAT SUPPORT WILL BE OFFERED TO HELP ORGANISATIONS MEET THE ESSENTIAL AND MINIMUM REQUIREMENTS?

A range of support will be available for partners. For example, we would be able to direct partners to an organisation that we have a contract with to provide specific support in relation to equalities, while another can advise on safeguarding, and another one focuses on financial matters. All of the support can be tailored to a partner's needs, while we also have a contract with Vibrant Nation (a trading arm of WSA) who can provide general governance support.

