



**Cynulliad Cenedlaethol Cymru  
The National Assembly for Wales**

**Y Pwyllgor Cymunedau a Diwylliant  
The Communities and Culture Committee**

**Dydd Iau, 11 Chwefror 2010  
Thursday, 11 February 2010**

**Cynnwys**  
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Cofnodir y trafodion hyn yn yr iaith y llefarwyd hwy ynndi yn y pwyllgor. Yn ogystal,  
cynhwysir cyfieithiad Saesneg o gyfraniadau yn y Gymraeg.

These proceedings are reported in the language in which they were spoken in the committee.  
In addition, an English translation of Welsh speeches is included.

**Aelodau'r pwyllgor yn bresennol**  
**Committee members in attendance**

Mohammad Asghar	Ceidwadwyr Cymreig Welsh Conservatives
Eleanor Burnham	Democratiaid Rhyddfrydol Cymru Welsh Liberal Democrats
Mark Isherwood	Ceidwadwyr Cymreig Welsh Conservatives
Bethan Jenkins	Plaid Cymru The Party of Wales
David Lloyd	Plaid Cymru The Party of Wales
Sandy Mewies	Llafur (Cadeirydd y Pwyllgor) Labour (Committee Chair)
Joyce Watson	Llafur Labour

**Eraill yn bresennol**  
**Others in attendance**

Anne Ellis	Cadeirydd, Cymdeithas Chwaraeon Cymru Chair, Welsh Sports Association
Jonathan Ford	Prif Weithredwr, Cymdeithas Bêl-droed Cymru Chief Executive, Football Association of Wales
Rob Holt	Prif Weithredwr, Cwpan Ryder Cymru 2010 Cyf. Chief Executive, Ryder Cup Wales 2010 Ltd.
Robert James	Cyfarwyddwr Cymdeithas Chwaraeon Cymru a Phrif Swyddog Gweithredol Nofio Cymru Welsh Sports Association Director and CEO of Welsh Swimming
John Jermine	Cadeirydd, Cwpan Ryder Cymru 2010 Cyf. Chair, Ryder Cup Wales 2010 Ltd.

**Swyddogion Cynulliad Cenedlaethol Cymru yn bresennol**  
**National Assembly for Wales officials in attendance**

Sarah Bartlett	Dirprwy Glerc Deputy Clerk
Tom Jackson	Clerc Clerk

*Dechreuodd y cyfarfod am 9 a.m.*  
*The meeting began at 9 a.m.*

**Cyflwyniad, Ymddiheuriadau a Dirprwyon**  
**Introduction, Apologies and Substitutions**

[1] **Sandy Mewies:** Good morning, everybody. We are starting at the new time of 9 a.m.. As we are quorate, I will make a start.

[2] I have received apologies from Alun Davies and Lynne Neagle. Mark Isherwood will be late as he is giving evidence to the Constitutional Affairs Committee and will be here at about 10 a.m.. I am not aware of any substitutions. Dai will be doing his usual marvellous

double-act and covering another committee as well as this one. I have not received any other apologies.

9.01 a.m.

**Ymchwiliad i Wneud y Gorau o Ddigwyddiadau Chwaraeon Mawr yng  
Nghymru—Casglu Tystiolaeth**  
**Inquiry into Making the Most of Sporting Events in Wales—Evidence Gathering**

[3] **Sandy Mewies:** I am very pleased to welcome John Jermine, chair of Ryder Cup Wales 2010 Ltd, and Rob Holt, chief executive of Ryder Cup Wales 2010 Ltd. I think that there might be a declaration of interest.

[4] **Mr Holt:** Yes, I am also a member of the UK Sport's Major Events Panel.

[5] **Sandy Mewies:** We think that that is okay.

[6] **Mr Holt:** Excellent. It is nice to have that Welsh representation on there.

[7] **Sandy Mewies:** Before we start, I do not know whether you have given evidence here before, but we operate bilingually. Some people will be speaking Welsh, and if you need translation it is available through your headset on channel 1. Amplification of sound is available on channel 0. I have to ask you to turn off any BlackBerrys and other electronic devices as they interfere with the system.

[8] Please assume that everybody has read your paper. If you could start with a few introductory remarks, I will then ask Members for their questions.

[9] **Mr Holt:** I will kick things off and ask John to come in at one point.

[10] We believe that the events are good in themselves to raise the profile of the destination of a venue, and to create the feel-good factor for the nation. We also believe that a major event, like the Ryder Cup, could be a wider tool to help to meet policy objectives and create a legacy. To do that, you must work in partnership. We have worked in partnership from the outset, across the Welsh Assembly Government—with International Business Wales and Visit Wales, with the major events unit since it was set up, with the City of Newport, the Sports Council for Wales, the Golf Union of Wales, the Celtic Manor Resort and the PGA European Tour, which owns the right to the event, and with many other partners.

[11] The objective has been to deliver golf development, and economic and tourism benefits before, during and after the event. You have seen that from the evidence of the Sports Council for Wales, and from some of the evidence that we have submitted on golf participation. However, before we go into questions, John will give you one more example of how we use the Ryder Cup to change the image of Wales as a golfing destination, with regard to golf tourism and how Wales is now a world-class golfing destination.

[12] **Mr Jermine:** Two of the main objectives set out in the bid were to build the international profile and establish Wales as an international golfing destination, and to build golfing tourism. Since 2003, Visit Wales has used the Ryder Cup brand as the anchor for its marketing programme. During that time, we have attended the PGA Merchandise Show in Orlando every year. The American market alone is worth £56 billion, so it is a huge show. We have hosted media and potential investors, and we have been to 13 tour events, licensed by the European Tour, in all parts of the world, where we marketed Wales. We have attended the Solheim Cup events and the Ryder Cup. The impact of that has been that, since 2002, the

volume of visitors to Wales, in golfing terms, has grown by just over 50 per cent and is now 165,900. More importantly, revenues have grown from £16 million to £29.4 million per year, an increase of over 80 per cent, due to the disproportionate increase of international visitors, who spend three times as much money. Our long-term target was to build the overnight stays from 58,000, where they were in 2002, to 100,000, which is a realistic target given our stock of courses and hotels. We are currently at about 78,000. The figures for 2009 are not out yet, but the indications are that, well against the trend, we are up again for that year, which would be a remarkable performance. So, we think that we have established Wales as a golfing destination, and we still have the main event to come, when we will be hosting 2,000 international media people for a week, with television broadcasts to more than 100 countries and 750 million homes. It gives us an opportunity to develop further.

[13] **Sandy Mewies:** Before I move on to questions, I remind Members that our format is slightly different today. We have key questions that I will take first, and I ask everyone to bear in mind that I want to give you all an opportunity to ask your questions. Joyce, you are first.

[14] **Joyce Watson:** You have mostly answered my question. You highlight the importance of ensuring that the creation of a lasting legacy was built in to the event specification and the bid. You talked about the work that you have been doing, and you have been busy. However, could you tell us specifically about the work that was undertaken in preparing the bid for the Ryder Cup? How were the legacy outcomes built in at the bid stage?

[15] **Mr Jermine:** Tony Lewis did a remarkable job in 2000, bringing the whole of Wales together—north, south east and west, English-speaking and Welsh-speaking, all 22 local authorities, Newport, Cardiff, and the golf unions. Pulling them all together, and then getting Sir Terry Matthews and the First Minister to endorse that package, was remarkable. There were key people involved from all of those partners, developing what they wanted out of it. Ryder Cup Wales was established with members from all those partner companies to co-ordinate and act as a catalyst for what we would do after we won the bid. One of the great lessons and benefits has been that our board comprises senior members of all those partners, so we have not had to wait for them to learn about what we wanted to do, or for them to tell us what they wanted. A lot of the work was done by them having their objectives written down long before Ryder Cup Wales was established, and then using Ryder Cup Wales as the conduit for delivering them. People like Andy Morgan in the golf unions worked very hard to get the ladies' and men's unions together, and now they have merged so that we have a more functioning body. Newport knew precisely what it wanted to do with it, and the regeneration of Newport will be hugely enhanced for many years to come by always having been the host city of the Ryder Cup. Newport has worked hard to put a programme together that will use this year to market the city. Fifteen of the local authorities have legacy fund projects in their area, so the benefits of that fund will be seen throughout the country. What we had at the beginning was a programme of objectives for each of the partners, and we have tried to deliver them.

[16] **Joyce Watson:** That is excellent. You have touched on this, but what processes have been put in place to ensure that those legacy outcomes continue post Ryder Cup?

[17] **Mr Holt:** Ryder Cup Wales will not be in place after the event, but because of the partnerships, the Sports Council for Wales will take on the legacy fund. Golf Development Wales is engaging an officer at the moment to look to take forward those legacy fund projects and keep them going, and continue to build into the communities and into the golf projects.

9.10 a.m.

[18] Hopefully, there will be the ability for those golf development initiatives to continue

across Wales. One of our objectives is to look beyond 2010 and also to work with the major events unit to see what other events are out there and how we continue the impetus in relation to promoting Wales as a golf tourism destination, and, again, drawing those things together in order to make sure that the legacy continues.

[19] **Mr Jermine:** There are 41 legacy fund projects funded from the £2 million central fund, funded by the Assembly Government. Twenty-eight clubs have benefited from it. Although 10 of those are direct local authority projects, 15 have benefited. Fourteen of the clubs are in the north, 16 are in mid or south Wales, and 11 are in the west. Therefore, the whole of Wales has benefited from them. Each one has had to have a business plan that states that it works now, and that it is sustainable. They have all committed themselves to a long-term plan. Each one is evaluated annually by the sports council, and that is being done as we speak. As Rob said, we will have someone to help them build that marketing programme for each of them over the next five years. Everything is put in place to make sure that that is delivered.

[20] **Eleanor Burnham:** Yn ei bapur i'r pwyllgor, dywedodd Calvin Jones o Ysgol Fusnes Caerdydd mai ocsiwn oedd y broses ceisiadau. Mae'n sôn am y risg sydd yn bodoli pan fydd perchnogion digwyddiadau mawr yn berchen ar asedau masnachol mwyaf gwerthfawr y digwyddiad. Dywed fod hyn yn creu monopoli. A allwch chi ddisgrifio'ch profiadau chi o ran y manteision, y problemau, a'r heriau wrth ymdrin â digwyddiadau mor fawr â Chwpan Ryder?

**Eleanor Burnham:** In his paper to the committee, Calvin Jones from Cardiff Business School described the bidding process as an auction. He discusses the risks of major event owners holding the most valuable commercial assets of an event. He states that this creates a monopoly. Could you describe what benefits, problems and challenges you have witnessed as part of dealing with an event as large as the Ryder Cup?

[21] **Mr Jermine:** Wales is the first country ever to bid for the Ryder Cup under the new rules, implemented in 2000. From that time, having recognised the value of the Ryder Cup, European Tour, which owns it in Europe, said that a resort could no longer bid for it on its own. Therefore, Sir Terry could not have bid for it, no matter how much money he was willing to commit. It had to involve a separate bid from the host country so that matters such as security and roadworks infrastructure could also be put in hand, complementary to the host venue. The most important thing for us was to develop, with European Tour, a contract that reflected its aspirations and our benefits. It has been a marvellous organisation to work with. Even yesterday, Richard Hills, its chief executive, said that the contract and the working relationships that we have developed are now being used as a template for the organisation in going for future bids. One of the most important factors was that we had immediate access to Ministers from the time that we won the bid, so that the senior people of the owners of the event and the senior people in Wales were always establishing a relationship. When problems of negotiation arose, if there were matters that could only be resolved at the highest level, they had a personal relationship to do it. Since 2006, after the Ryder Cup at the K Club, there has been a ministerial steering committee. We have had wonderful support from those Ministers and their officials throughout so that everyone—the host venue, host country and the delivering owner—has been fully aware of where we were going and what we wanted to do.

[22] What the tour managed to do for us was to ensure that our emergency services and our police were given access to behind the scenes at each of the last three Ryder Cup tournaments, along with the team at the Celtic Manor who have to deliver the tournament, so that they now have in place contingencies for, we hope, every emergency that could arise. The main lesson is that we need, from the very beginning, to have a long-term plan as well as the involvement of the most senior people, a monitoring body—so that we can see whether

we are sticking to or having to move away from the original plans—and to develop and secure personal relationships and knowledge at all levels. Keeping our team in Ryder Cup Wales has been hugely important. We now have a group of people of whom I am very proud, and some of them have started from quite junior levels. Our biggest problem will be to keep them and use their skills because they are now very valuable people.

[23] **Eleanor Burnham:** Diolch am yr ateb cynhwysfawr, ond ni chredaf eich bod wedi ateb un rhan o'm cwestiwn, sef cyhuddiad Calvin Jones mai monopoli oedd y broses ceisiadau, ond yr wyf yn falch o glywed y pethau positif eraill y bu ichi drafod.

**Eleanor Burnham:** Thank you for the comprehensive response, but I do not think that you have answered one part of my question, namely Calvin Jones's accusation that there was a monopoly in the application process, but I am pleased to hear the other positive things that you discussed.

[24] **Mr Holt:** I think that Calvin is right that there are events for which the rights holders have a monopoly and will lead an auction. If Wales wants to compete for these events, we have to accept that, but it does not mean that that is the type of event that we need to go for every time. We have a range of very strong indigenous events in Wales, including the National Eisteddfod, the Royal Welsh Show and the Hay festival. Those are fantastic, and it may be that Wales can develop its own events rather than go out and bid. However, if you want to compete on the world stage for the top-class events, you have to accept this and do your best to negotiate with the organisations—the rights holders—to try to get value for money based on experience of previous events. We have learned a lot, as we have gone along, from the Rugby World Cup, the FA Cup and the Ashes; we have also learned from the Wales Rally GB and the Ryder Cup, which will inform any bids going forward. We then need to work with the rights holders to get the best out of the events.

[25] **Mr Jermine:** It is important that we do not bid for events where we think that the owners of those events do not wish to move forward with us. We have established with the European Tour the fact that it wishes its Ryder Cup brand to be enhanced by being associated with Wales. We are not trying to be the best ever; we are trying to be a Welsh Ryder Cup and to showcase Wales. He is right—it would have been very difficult had the people at the European Tour not been professional and experienced and had they not shared the same aspirations and values. Being careful is correct and evaluating the owners is very important.

[26] **Eleanor Burnham:** Calvin Jones is talking about people holding the whip hand and being able to retain key elements of the event that are commercially lucrative, for example, the most important sponsorship image and broadcasting rights, VIP packages and so on. His view is that it means that the regional stakeholders end up with elements, which while perhaps of short-term benefit, are of more questionable value long term, namely gate receipts.

[27] **Mr Jermine:** He has a point. They keep everything: the gate money, the sponsorship money and the television money. What we get are the branding benefits of being associated with the premier event in world golf—the sport most played by business decision-makers wherever you go. It is now a mandatory sport in some of the Chinese management schools. Sir Terry has all of the facts and figures to hand. Our bid, which was evaluated and costed in an answer provided under the Freedom of Information Act 2000, came to just over £50 million, including the add-on benefits of roads and so on. We expect the value of the week itself, which has been independently assessed, to be something in excess of £100 million. We will lose around 30 per cent of that because of leakage—we are not an island like Ireland. So, we will get around £70 million during that week. We have seen an increase of over 80 per cent in golfing tourism so far. We have a platform on which to move forward and there is anecdotal evidence of inward investment coming about and being helped by business decision-makers and inward investors meeting Ministers and people from IBW over the years.

9.20 a.m.

[28] **Sandy Mewies:** We have similar questions coming up—you will answer them all in one go, I fear.

[29] **Mr Holt:** It is his passion for the event.

[30] **Sandy Mewies:** It is, indeed. I take it from what you just said that you agree with what Calvin says, but, when you look at the benefits, that is not a reason not to do it. Is that right?

[31] **Mr Jermine:** We could not afford to bid for it now. The original bid was about £38 million. My guess is that in 2018 it will be a multiple of that, and we could not afford the ticket money.

[32] **David Lloyd:** Ceisiaf lynu at y lein sydd o'n blaen. Yr ydych yn sôn yn eich papur bendigedig am effaith gadarnhaol digwyddiadau mawr fel Cwpan Ryder—yr ydych yn ei alw'n '*the Ryder Cup effect*'. A allwch ymhelaethu ychydig ar yr effaith hwnnw ac yn benodol ar sut y bydd yn bosibl asesu llwyddiant tymor hir unrhyw effaith Cwpan Ryder? **David Lloyd:** I will try to stick to the line that is in front of us. In your wonderful paper, you mention the positive effect of major events such as the Ryder Cup, which you call 'the Ryder Cup effect'. Can you expand a little on that effect and specifically on how it will be possible to assess the long-term benefits of any Ryder Cup effect?

[33] **Mr Holt:** One of the good things for us is that we can stand up anywhere in Wales and point to a legacy fund project: to how we helped a golf club, the golf tourism statistics and how north Wales's Royal St David's Golf Club and the surrounding area have used it as a catalyst for promotion, which is fantastic. However, you are right about the long-term benefits. John mentioned the study that we did in advance of the event, which had never been done before, to try to assess what we might expect and the factors. That was done in a time of plenty, in 2006. We are now working towards a joint study post event with EventScotland, because it has the event in 2014, UK Sport and the European Tour, looking at the impact of the event, not just during event week, but at the impact on the environment, volunteers, the economic benefit. We will also be contributing to a study in 2014 that will look back and may ask people, 'You were at the Ryder Cup in Wales in 2010, have you been back to Wales since? Have you played golf in Wales since?' It will possibly look at the participation elements that we have talked about, although that would be more difficult. It will try to capture the real benefit of this.

[34] John is right: one of the reasons that we have the Ryder Cup is because of the location of Celtic Manor. It is fantastic, it is easy to access, but, on the other hand, people can stay in Bristol and Bath. Our job is to try to encourage them not to do that and not only to come to Wales to stay for the event, but to play golf in Wales before and after it.

[35] **Mr Jermine:** In trying to secure the future, we have tried to put into the infrastructure that we have established something that will go forward. For example, every one of the 158 golf clubs in Wales was offered an IT audit by IBW, I think it was: 69 took it up and 38 have now developed world-class websites to use as a marketing tool. They leveraged £254,000 to improve their IT, which is remarkable. Golf Development Wales has taken the sport into schools and introduced it to 43,000 secondary school children and 32,000 primary school children. More importantly, it has trained more than 2,800 volunteers to take this forward, including one bilingual tutor of junior organisers and four bilingual tutors of tri-golf organisers. So, the infrastructure is in place for the clubs and the authorities to take all these initiatives forward for the foreseeable future.



[36] **Sandy Mewies:** Is that okay, Dai?

[37] **David Lloyd:** Yes. I am absolutely floored by that excellent answer. [*Laughter.*]

[38] **Mohammad Asghar:** My question relates to the local authorities in the area. Newport is hosting this great event, which is No. 3 in the world after the Olympics and the football world cup. It is a big event. Have you come across the statement from the Welsh Badminton Union to this committee that Cardiff is one of the few local authorities in Wales that has no support scheme at all for aspiring young sportsmen, which is very eye-opening? It also said that the support of Glasgow City Council had attracted many high-profile sporting events to the city. How important has Newport City Council been in bringing the event to Wales and in supporting the preparation for the Ryder Cup?

[39] **Mr Holt:** Newport City Council was integral from the start. Whatever changes there have been on the council have not affected its support at all. It was part of the bid process, its representatives sat on the Ryder Cup Wales board, it helped to deliver the infrastructure in relation to the event and, for the very first time, we have an education programme linked to the event—that has been led by Newport trying to get golf and the Ryder Cup into the curriculum. That is something that will be announced shortly, and even the PGA in America is looking to follow that example. It cannot be just about the Ryder Cup. Yes, Cardiff has always had a good events programme, but as a result of the event coming to Newport, the city has launched the 2010 festival, which is bringing together a range of events, including the Ryder Cup. Hopefully, that will be a legacy and the Newport festival will continue beyond 2010 to 2011. We would like to think that we will get a good number of schoolchildren from Newport into the practice days for the event, and we have a number of legacy projects in Newport. It has been a tool for Newport council to use, and it has been integral in the way that it has been used, and not only the city council, but also Newport Unlimited has been using it to promote the city and investment opportunities in Newport on the world stage.

[40] **Mr Jermine:** We should not forget, either, the University of Wales Newport, because Caerleon campus has been very forward-thinking in using the Ryder Cup and golf to attract good students. I had a meeting last week with the head of its health and sports department, which is in the third year of the golf scholarship scheme, using the Celtic Manor resort as the base from which it operates. It is running mixed teams at all levels and is seeking additional funding from the Royal and Ancient Golf Club of St Andrews to help youngsters come to study and play golf in Wales. It has cottoned on to the fact that the Ryder Cup is a wonderful brand, and is already benefiting from it enormously.

[41] **Mr Holt:** We are back to the fact that an event like this is a tool to be used to meet wider policy objectives, including raising the profile of an area such as Newport. It is the enthusiasm with which partners take it up and use it that will deliver success and a legacy.

[42] **Sandy Mewies:** It is my turn now. I thank you for giving us a comprehensive paper, which ticks a lot of boxes in answering many questions that we wanted to ask. You have expanded on it by talking about the importance of having people at a senior level from among all the partners who can take decisions if there is a problem. You also talked about the ministerial committee, and you mentioned someone monitoring the project—was that you? Who was monitoring what was happening?

[43] **Mr Holt:** On monitoring, the economic impact study will be one of the elements of that. The First Minister chairs the ministerial steering group, which also includes the Minister for Heritage, the Deputy First Minister and the Deputy Minister for Regeneration, as well as Sir Terry, the chief executive of the European Tour, and the leader of Newport council.

[44] **Sandy Mewies:** You have the problem solvers and decision makers there, do you not?

[45] **Mr Holt:** Absolutely.

[46] **Sandy Mewies:** There has been talk of the potential for conflicting priorities delaying sports participation projects because of conflicting aspirations. Did you come across anything like that, and, if so, how was that resolved?

[47] **Mr Holt:** We had the partners on board in the first instance, and so we were able to talk things through. There will always be issues in a project of this kind, not least PR. Newport wants to make the most of it, so what kind of balance do you strike between profiling Newport, south-east Wales, the whole of Wales, the Celtic Manor and the Ryder Cup brand? Having that partnership approach, we were able to talk it through, manage the process and ensure that any competing priorities could either be made to work together, so that the whole was greater than the sum of the parts, and heading off the issues in the first instance. With Ryder Cup Wales as that conduit, that is how it has worked. I was trying to think yesterday evening of a huge issue that may have caused that conflict, but I cannot because we have been able to talk through the issues, because we have the senior people in place to make the decisions.

9.30 a.m.

[48] **Bethan Jenkins:** Deallaf y bu uned digwyddiadau mawr y Llywodraeth yn gweithio gyda chi. Yr ydych yn dweud yn eich papur bod y gwaith a wnaed yn bositif. A allwch ehangu ar fewnbwn yr uned wrth wneud y digwyddiad yn llwyddiant? **Bethan Jenkins:** I understand that the Government's major events unit has been working with you. You say in your paper that the work undertaken has been positive. Can you expand on the input that the unit has had in making the event a success so far?

[49] **Mr Holt:** For example, we are looking at all the arrangements for event week 2010, including a media reception and an event hosting VIP guests from around the world. We are drawing on the major events unit staff to help with that. If we come across links with one of the Olympic committees through the world of golf, we will direct them to Arthur's team within the events unit. We will share information and best practice with them, and draw on their knowledge. We were in place before the major events unit was in place, but the unit is the key to the future. What we do not want to do is reinvent the wheel all the time.

[50] **Mr Jermine:** The unit hosted the access to the Ashes test match in Cardiff, from which we learned a lot of important lessons, because it was an outstanding success. The major events unit invited the PGA European Tour to Cardiff to show how Wales can hold a major event. Most importantly, the unit has been involved with us, because we need to set up the lessons going forward. We need the unit to target and fund key events that can be used as a focal point in the future for Wales as a golfing destination. It is no good doing it all the way through to 2010 and then saying, 'Well, that is it'. We must make sure that there is support going forward, and that there are key events to target and motivate people, to give them a sense of ownership and to put Wales on the map, so that people want to come to Wales.

[51] **Bethan Jenkins:** Fel cwestiwn atodol, yr ydych wedi bod yn gweithio fel cwmni preifat—ac efallai eich bod wedi dweud hyn ar y dechrau—ond pam y cawsoch eich sefydlu fel cwmni preifat? Sut y bydd y Llywodraeth yn mynd ati i gyfathrebu yn well gyda'r sector preifat yn **Bethan Jenkins:** As a supplementary question, you have been working as a private company—and perhaps you said this at the beginning—but why were you set up as a private company? How will the Government communicate better with the private sector specifically to attract more events of a similar

benodol i ddenu mwy o ddiwyddiadau o'r nature to Wales?  
fath i Gymru?

[52] **Mr Holt:** One reason why we were set up as a private company was to bring in income through attracting sponsorship for some of our summer of golf events. We set up a corporate club and sold sponsorship, and so on and so forth. Given the associated VAT issues, it was far easier to have a private company deliver that and to have one point of contact.

[53] **Mr Jermine:** It is much easier for a private company—just him and me, really—to sit in a room and argue with the owner of the event about what we want to do, and to evolve a contract. That gets to the Ministers for them to look at only when we are happy that it reflects the best that we can get. They take a look then to see whether they are happy and whether it reflects what they want. It would be very difficult at the most senior level if Ministers met with rights owners, because you could not say anything, you could not wheel and deal, and you could not trade. It is much better to have this buffer between the Assembly Government and the offering company.

[54] **Mr Holt:** We straddle the public and private sectors, as we comply with all Assembly Government rules, and so on. So, going forward, where is the private sector interest in Wales? You have the stadium, clearly, and various other governing bodies that have assets. So, I think that it is about working with the major events unit to look at what events are out there, what the priorities are, and how the private sector can help to deliver those. However, the events unit needs to be empowered to look four or five years ahead to see which events are on the horizon that fit with Wales's needs and ambitions, and that the private sector can get behind, whether in the field of arts, sports, or any other, to try to do the best for Wales in the very competitive events market around the world.

[55] **Mr Jermine:** There is no doubt that people like to see the public and private sectors working together. The owners of events like to know that the private sector is supported by the Assembly Government. If they know that there is the potential for seed money and the ability to contact people to help to resolve problems, it makes it much easier to get a meaningful relationship between the owners and us.

[56] **Bethan Jenkins:** What happens to the profit at the end? Perhaps I am getting confused. Does it all go into the legacy fund?

[57] **Sandy Mewies:** I just wish to say that we have only five minutes left for this session.

[58] **Mr Holt:** The profits from the Ryder Cup all go to the European Tour. All the commercial rights are owned by the European Tour. We addressed that earlier in response to Calvin's comments. That applies to all the commercial rights and sponsorship. Any sponsorship money that we have brought in through the summer of golf events or the corporate club has gone back into the project, either to enhance those events or to help to offset the costs of the project as a whole.

[59] **Sandy Mewies:** I am going to bring this session to an end in a moment, but I have a brief question first, so please answer it briefly—and I will bring Eleanor in. Other than that, I will have to see how time is going. You have answered to some extent what will happen when the Ryder Cup has come and gone, because that is what people are looking at now. It is hoped that the major events unit will be taking a comprehensive look at all sorts of events to see what happens next. Oscar talked about the benefits for Newport, but can you tell me what benefits it has brought to other parts of Wales? You mentioned north Wales, for example, where I have a specific interest, but there are other Members here who have an interest in other parts of Wales. What are the pan-Wales benefits, as briefly as you can?

[60] We may not have time to cover this now, but I would be interested to hear more about the plans that you mentioned to ensure that what is happening in their area is sustainable. If you could provide a short note on those to the clerk, I would be grateful.

[61] **Mr Jermine:** Royal St David's was the first golf club to recognise the benefits of it, and its wonderful secretary, David Morkill, and the club embraced our summer of golf events. We took the seniors' event up there. There is anecdotal evidence to suggest that the club now has 42 international members that it did not have before. Anglesey has five legacy fund projects. It has been very proactive, and its golfing tourism is now worth more than £0.5 million a year to Anglesey. We have taken our summer of golf events to Bull Bay, right at the top of Anglesey, which is a wonderful place, to Conwy, Royal St David's, and Nefyn. Nefyn's annual green fee income is now in excess of £300,000 a year. So, those clubs have recognised exactly how to tap into and access the international golfing market. They could not have done that had this event not been coming to Wales, because we would not have had our summer of golf events to take there.

[62] **Sandy Mewies:** Thank you very much. Eleanor, we have two minutes left, so that is a minute to ask a question and a minute for the answer.

[63] **Eleanor Burnham:** Thank you, Chair. You are very kind. Do you refute some of the evidence that we have heard about the Ryder Cup being seen as a private venture coincidentally happening in Wales?

[64] **Mr Jermine:** Absolutely and totally.

[65] **Sandy Mewies:** As that was so quick, there is time for Oscar to ask a supplementary question. I am being very generous today.

[66] **Mohammad Asghar:** Following this great event, what is next? Would you consider holding the Twenty20 cricket tournament here?

[67] **Mr Holt:** That is not within our gift.

[68] **Sandy Mewies:** We will return to that issue, Oscar, I promise you.

[69] Thank you very much for coming. It has been a very interesting session. I must stick to our schedule as we have other witnesses. You will be sent a transcript of the meeting to check it for factual accuracy. If there is anything that you would like to add that you feel you would have liked to rehearse with us, please feel free to send information in. On a personal note, I would be particularly interested to see details of the pan-Wales benefits, as I am sure other Members would be. Thank you again.

[70] **Mr Holt:** Thank you.

[71] **Mr Jermine:** Thank you.

9.40 a.m.

[72] **Sandy Mewies:** Good morning, Jonathan. I am always tempted to ask, 'Are you sitting comfortably?', but it sounds a bit like *Watch With Mother*, does it not? You have the headsets to hear the translation. We operate bilingually, and some Members will ask questions in Welsh. The interpretation is on channel 1, and the headset should be set up for you. If you have any BlackBerrys, telephones, or anything like that, can you switch them off, please, as they interfere with the equipment? In addition, you do not need to operate the microphone.

[73] You can take it that everyone has read your paper, and thank you for the evidence that you have already given. Would you like to give us an outline of the thrust of your argument? After that, I will invite Members to ask questions.

[74] **Mr Ford:** Thank you very much for the opportunity to give oral feedback. I look forward to this session. As you know, I represent the Football Association of Wales and have done so for only a short time. I have worked within the sports marketing industry for the past 15 years, however, and so I like to think that I bring with me a wealth of experiences, not just from this country, but from the other countries across Europe in which I have operated. I hope that I can bring to this panel some experiences from that wider remit.

[75] The thrust of my feedback—and it is not just mine, but that of the Football Association of Wales, including my predecessor, Mr David Collins—focuses on the unified approach that needs to be adopted to ensure that we can attract the very best events, with some appropriate legacy planning, ultimately to make this country a better place for sport, with the appropriate benefits that come from that. I would be very happy to explore those details with you as we go through the questions.

[76] **Joyce Watson:** Good morning, Jonathan. You highlight how large-scale events can provide inspiration, increase participation, and break down barriers across communities. How does the Football Association of Wales use major competitions to engage with the public to achieve those sorts of aims, both directly and through the work that you do?

[77] **Mr Ford:** We take a pyramid approach in several ways. At the very top of the pyramid are the big, large-scale events and, in my case, the national team—my men's A team. First, they provide inspiration to an awful lot of people and are a major focal point. Football, along with other major sports, provides the few occasions when people come together for mass viewing. As you know, people gather around the television screen, at home, in public houses, or at large-scale open-air events to watch their team and their country participate in major sporting events.

[78] On the other side of inspiration is money. It will come as no surprise for you to hear that, in our case, the major income source for the Football Association of Wales comes from selling our television and sponsorship rights and the gate receipts. That money is the main monetary stream to my organisation. That money is then cascaded down the pyramid to different levels. As you are aware, we have other sister organisations, such as the Football Association of Wales Trust and the Welsh grounds improvement scheme, and so the money that we make at the top of the pyramid gets to the bottom of it. That improves the facilities and the coaching that are available and, ultimately, encourages more people to participate in sport.

[79] You have probably heard the words before. We talk about the continuous circle of success. Ultimately, the more money that comes in at the top of the game, the more that goes to the bottom of the game. More money at the bottom of the game means better facilities and better players. Better players mean a better squad. A better squad means that we can compete at a better level at major international tournaments. It is a continuous circle of success. Of course, that can be reversed as well.

[80] **Eleanor Burnham:** Yr ydych yn nodi yn eich papur bod amryw bryderon am y seilwaith yng Nghymru, yn enwedig o ran trafnidiaeth. Yr ydych yn cyfeirio'n benodol at ddigwyddiadau yn Stadiwm y Mileniwm sy'n darfod ar ôl i'r trenau olaf adael yr orsaf. Yr ydych yn sôn am ansawdd rhai o'r **Eleanor Burnham:** You note in your paper that there are several concerns about the infrastructure in Wales, particularly for transport. You refer specifically to events at the Millennium Stadium finishing after the last trains have left the station. You mention the quality of some of the hotels, the airport,

gwestai, y maes awyr, a'r ffyrdd. A allwch ymhelaethu ar hyn ac ar yr effaith a gaiff ar enw da Cymru ac ar y cyfleodd i gynnal digwyddiadau mawr? and the roads. Can you expand on that and on the impact that this is having on Wales's reputation and on the opportunities to stage major events?

[81] **Mr Ford:** I will respond in English, if you do not mind. My Welsh is improving, but not that quickly.

[82] Where do I start in response to that question? I have some pertinent examples, some of which are recent. We have an ongoing inquiry, for example, with Arriva Trains because of the Welsh international friendly match in Swansea on 3 March. We have received a number of inquiries from fans who are planning to travel down from Cardiff regarding their irritation that the last train home will have already left before the final whistle is blown. We have been working with Arriva Trains to ensure that more trains are put on, but that is a long and slow process. I can understand from Arriva's point of view that it is not easy to put on another train, as opposed to just driving down the road. However, that is one example that I can give you.

[83] Another example relates to the delegation that will be arriving on Tuesday and Wednesday of next week from UEFA, and from TEAM Marketing, which is the organisation that ultimately puts on major events, including the finals of the UEFA Cup and the UEFA Champions' League. I would like to think that we would have an opportunity in the future to review the feasibility of staging the UEFA Champions' League final, but I can read you a very long checklist that includes visits to all of the appropriate things that they will want to see, which includes the airport, the infrastructure, parking and hotels, so that they could stage a successful tournament final. When the event comes to town, it needs an appropriate infrastructure to ensure that it can take place, in the same way as it would take place in other major cities. We will be bidding, if we go forth, against cities such as Paris, Manchester—where it has been held before—London, Frankfurt, and so on. The visiting dignitaries will be looking for appropriate five-star accommodation, and will be looking to ensure that the airport infrastructure is capable of handling the numbers needed and that the city and its infrastructure can cater for the 40,000 fans who will probably be arriving within the space of 48 hours.

[84] I would probably suggest, when we are looking at football events, that we are looking at some of the major events of the world. Unfortunately, it goes from being international football to a very large-scale event all of a sudden; there is no in-between event in football terms. You have one or two one-day or two-day events, but, ultimately, we go from having national and international teams participating to the World Cup and the European championships. Of course, it is a major jump from one to the other, and in order to attract the largest events in the world, there would need to be some major infrastructure benefits and changes. It is that end of the scale that I am looking at when I suggest to you that we need to consider some of those infrastructure changes if we are ever to bid for some of the major events in the world.

[85] **Eleanor Burnham:** What are Arriva's constraints? Are they staffing, rolling stock or other constraints?

[86] **Mr Ford:** I personally have not dealt with that inquiry, so I cannot answer. However, I would have thought that it is a combination of the two. I am aware that, in rugby terms, Arriva has been successful in ensuring that later trains are put on and, from what I remember, the FA Cup finals were also successful. It is part of the process, but it is not an easy process.

[87] **Sandy Mewies:** We now move on to Oscar's question.

[88] **Mohammad Asghar:** This is interesting. My question relates to Welsh Government support for major events. I know that Italy and France are bidding for the Euro 2016 football championship. The Deputy First Minister and Minister for the Economy and Transport, Ieuan Wyn Jones, has stated that

[89] ‘The cost of bringing other venues up to this standard would run into tens of millions of pounds’.

[90] That is very alarming. He went on to state:

[91] ‘In the current economic and financial climate, this is unaffordable.’

9.50 a.m.

[92] However, that does not mean that it is not possible—it is only one factor—or that he is unsupportive. You talk of a lack of commitment from the Welsh Government in supporting your bid to host the UEFA European football championship in 2016. Could you describe your experience in approaching the Welsh Government and explain to us the reasons the Welsh Government has given for not supporting the bid?

[93] **Mr Ford:** I will try to answer your question, and I will do so in a way that draws upon the experiences of my predecessor during that process.

[94] **Mohammad Asghar:** Sorry—

[95] **Mr Ford:** I have spoken to him about it; I sat down with him and got his views on this. We should probably start by understanding the running of such a tournament. The UEFA European football championship is the second biggest football event in the world, certainly in relation to television viewing figures. You have the FIFA World Cup, the Olympic Games and the UEFA European football championship. You are well aware of the structure of that tournament: 16 teams currently participate, but that number will increase to 24 from 2016 onwards. The current structure, which has 32 matches, will, therefore, increase to 53 matches, I think. It will require a minimum of eight stadiums to stage that tournament, and probably about 2 million spectators would be coming to this country, or this country plus another, in order to make it happen. I return to my previous answer regarding the scale of such events—they are massive and they need major commitments from Governments to make them happen. You just have to look back over the championship’s history, whether you are talking about the tournament in Austria and Switzerland or the one in Portugal, and look at the infrastructure that was put in place. In Portugal alone, from memory, I think they had 10 stadiums, and every single one of them had been built or rebuilt from new. Several of them were completely new, and only about two or three of the 10 were built on existing sites with upgraded facilities. The commitment made in that particular case was unbelievable.

[96] Going back to your point on funding, to my mind this very much needs to be provided in a fashion that is aligned with the Government agenda. I understand that these events are extremely costly, but there are opportunities to upgrade major facilities. If you can align the two processes, you could be in a situation where you can attract major events. Returning specifically to your question, and Wales’s prospects of a successful bid, I think there was an element of frustration on the part of my predecessor. There was a lack of commitment towards getting to the first stage of a decision on whether we would be in a position to go forth and bid successfully with another country to stage the European football championship in 2016.

[97] **Sandy Mewies:** What did not happen that needed to happen?

[98] **Mr Ford:** I am relying on my predecessor's information here so I do not want to elaborate beyond what he has told me. However, it seems that there was a lack of co-ordination. This was a time before the major events unit had been put in place. The work that those guys have done since probably goes, at least to my mind, some way to bringing together the different departments. It is not just about Government departments, however—these events are major. You saw for yourself the London Olympics Bill that had to be put through Parliament to make the Olympics happen. In order for London to bid for the Olympic Games, it had to ensure that every single hotel room—and I am talking tens of thousands of hotel rooms—were guaranteed. That is not the work of a Government department. The use of every outdoor advertising site around London, on every major route, had to be guaranteed for use by the sponsors. It goes beyond the Government; it is a massive coming together of the Government and the private sector. Ultimately, to bid successfully for these events, we need to be driven by a central unit that should itself be Government-driven and that reaches out to all of the factors necessary to guarantee success in the bidding process.

[99] **Sandy Mewies:** That is very helpful, thank you.

[100] **David Lloyd:** I will follow the same themes. I suppose I should declare an interest as a Swansea City Football Club fan; we might as well have that out in the open. [*Laughter.*] There is an excellent stadium in Swansea, with excellent links.

[101] Anyway, regarding the 2016 bid, only the Millennium Stadium in Cardiff is really big enough; size matters in these terms, if not in all terms, as the Chair would be aware. Therefore, as for what more could have been done to push this 2016 bid with Scotland, you are asking a lot—if we only have one stadium then we rely on the Scots to have seven stadiums, unless we build another Liberty Stadium and another Cardiff City Stadium pretty quickly, as well as all those transport links that you mentioned. How did Switzerland and Austria manage when they were hosting the 2008 championship? I take it that they had, like Portugal, the requisite number of large stadiums in situ already, or in situ in time for the event, as opposed to us just having the one?

[102] **Mr Ford:** You are absolutely right. We need to be realistic about the future opportunity for us to bid for such a major tournament as the European championship. In the case of Austria and Switzerland, they already had quite a lot of stadiums. For them, it was more a matter of improving the facilities that they had. From memory, they had eight stadiums; four in Austria and four in Switzerland, and, if I remember correctly, only one or two of those were either flattened and rebuilt, or built from scratch. All the others were improvements on existing facilities.

[103] If you look back at the history of every major tournament, a lot of countries take the opportunity to upgrade major facilities in order to drive the sport in the future. Portugal is a good example, but you could say the same about Germany; it upgraded a lot of its infrastructure to host the World Cup. It is the same in the case of South Africa; it has had to build a lot of the stadiums from scratch. In Johannesburg, the stadium is brand new, as is the one in Cape Town. In these particular cases, Governments have taken the opportunity to look at the infrastructure available to them and to upgrade the facilities for the next 50 to 100 years.

[104] **David Lloyd:** As for Government support, which is the general thrust of these questions, I take it that the Swiss and the Austrians had the equivalent of the major events unit that we have now? In your answers thus far, you have suggested that the major events unit is the key to moving on?

[105] **Mr Ford:** Absolutely; there needs to be backing from central Government all the way through. When London was successful in its bid to host the 2012 Olympic Games, Tony Blair



had to go across to argue London's case. That was probably one of the major factors in why we won that particular bid and, if we are honest, it is the cream of the crop. In order to see this through you need absolute Government backing, all the way through the organisation.

[106] **Mark Isherwood:** You referred to the need for effective working between the Government and the private sector. You suggest in your paper that the Welsh Government should implement a cross-departmental planning process with governing bodies to include all the various aspects involved in attracting major sporting events. What dealings have you had with the major events unit and how effective have you found it thus far in achieving this?

[107] **Mr Ford:** I am very well aware of the major events unit; I had a meeting with Arthur just yesterday. I am relatively new to my position and, therefore, have had but a few meetings, but some of them have been very important meetings. For example, we are hosting the International Football Association Board next year, which is a board made up of key executives of FIFA, the worldwide governing body of the sport, and the football associations of Scotland, England, Wales and Ireland. We are hosting a major congress next year. I have been doing this work in collaboration with the major events unit, and it will be hosting part of the programme as part of its job. I absolutely support the work it is doing, and I am well aware that it is also in its infancy. If I remember correctly, the major events unit is only 12 to 18 months old and, therefore, I would suggest that it is only now getting to grips with its future strategy and how it can influence and achieve the key objectives that it wants to achieve. I certainly support the work of the unit, and I think that it is a very good first step. Ultimately, I hope that more emphasis will be placed on that unit, and a bigger budget attributed to it, so that we can be successful in hosting major events in the future.

[108] **Mark Isherwood:** We can provide more emphasis and a bigger budget, but, as it develops, what would you like to see the unit doing more effectively?

[109] **Mr Ford:** I think that what it has done to date is effective. It has had some major successes to date, but it is still in its infancy, so it is hard for me to say what it should be doing. I do not want to quote Arthur directly, but I am aware that the unit will publish a strategy, which I have not seen, relatively soon and I am sure that some of the feedback from these sessions will be helpful in ensuring that it gets the right strategy in place.

10.00 a.m.

[110] **Eleanor Burnham:** Yr ydym wedi clywed y ddadl ei bod yn bwysig sicrhau seilwaith sy'n addas i anghenion ardal yn y tymor hir yn hytrach na chanolbwyntio ar anghenion digwyddiad penodol yn y tymor byr. Yn y cyd-destun hwnnw, a oes gennych unrhyw farn ynghylch sut y dylid blaenoriaethu wrth fuddsoddi?

**Eleanor Burnham:** We have heard the argument that it is important to ensure an infrastructure that accommodates the needs of an area in the long term, rather than concentrating on the needs of a specific event in the short term. In that context, do you have any opinion regarding how investment should be prioritised?

[111] **Mr Ford:** Yes, and I tried to reference this in my paper, at the top of point 2. There is no point in bidding for major events and hosting them if there is no long-term legacy plan in place. I am extremely passionate about that. The organisations that I have worked for have long talked about legacies as opposed to short-term objectives. Unfortunately, I could give you countless examples of where they have not been put in place. There are probably more examples where they have not been put in place than where they have. For a long time, people talked about Barcelona, which is a city that achieved its legacy from a visitor and tourist-attraction point of view, but not as far as the infrastructure that it put in place for the games was concerned. You can say the same thing for Sydney and Athens. People have learned from those mistakes and I would cite somewhere like Manchester as a good example of where there

was a longer-term plan in place for the stadium and a partnership opportunity going forward, in that particular case, with Manchester City Football Club, whereby that stadium would be used in the future.

[112] It is integral to the future success of these events and for the justification of any expenditure whatsoever, to have an opportunity thereafter. Legacy is often spoken about and it can also be ignored. To my mind, that is absolutely to its peril. We can only be successful if we use a co-ordinated approach to ensure that, ultimately, the monetary investment is made in partnership with a legacy plan that will be used thereafter. I am looking at programmes at the moment with the Welsh Football Trust for a future home of football or a centre of development that could help us in the future with regards to this sport in Wales. We will only do so in a way that has a long legacy and future. If we need to put a partnership programme in place with third parties, that is what we need to look at. The last thing that we want in this country is a site or ground that is mothballed for future generations.

[113] **Joyce Watson:** Moving on, you said that you want to see the Welsh Government bring together the major sporting governing bodies in Wales that are likely to be able to attract major events on a regular basis to share ideas and successes, to move on from where you were. How would you see such a forum working?

[114] **Mr Ford:** It would be a worthwhile forum. There are major sports, such as rugby, cricket, football and golf—the list is endless, as we know—and if we all got together to share ideas on attracting large-scale events to this country—the very nature of bringing people together always helps, to my mind, and you would expect us to speak to each other, naturally—there would need to be a co-ordinated and long-term approach. We are not talking about the next two, three or four years; we are talking about the next 20 to 50 years. When we were talking about the idea of bidding for 2016, we did so in 2004 to 2006. These events work on a scale that is normally a minimum of a decade out. When the delegation from the Union of European Football Associations comes here next week, I will not be talking about hosting the European championship final in the next two years, I will be talking about the next three to seven years. By bringing these governing bodies together, you have an ability to paint a calendar as to what is available or what could be available and to ensure that we do not conflict with other major governing bodies, because we make a decision to try to host, for example, the Champions' League final in 2015, but then discover that golf is doing something that year. We need a co-ordinated approach that allows for some large-scale events to come to this country and then we can look forward to the next large-scale event, whether it is the Ryder Cup, the Champions' League final or something else. That will build a pattern where we can utilise the infrastructure, the Government and the services around it to the best effect.

[115] **Bethan Jenkins:** The evidence that we have heard so far has been interesting, especially that relating to previous intervention from AMs. I think that it was the AMs and not the Government who—actually, I am wrong, because it was the Minister for Culture, Welsh Language and Sport, Alun Pugh, who called on Welsh football to streamline its committee structure. Some AMs also questioned your finances. How do you see Government and the FAW working more positively together with regard to their objectives, even though it seems that the political arguments are carrying on? How can there be positive co-operation if there are tensions over the direction taken by FAW or questions about the use of resources and so on?

[116] **Mr Ford:** Without a shadow of doubt, it is a difficult area, and an area that ultimately becomes political relatively quickly. I hope that people understand the benefits of bringing major events to this country. I believe that people sometimes think that that is the glory side of it. However, there is also a harsh reality. I will be honest with regard to this: the agendas differ slightly from organisation to organisation, but I hope that the reality of the major events is the same; that is, that we need to continue to promote this country; we need to continue to

promote our sport; and, ultimately, we need to bring money into this country. They are all achieved, in my mind, through the staging of large-scale events. If we had a successful planning department that understood the benefits of these large-scale events to ensure that we all understand what we can get out of it, we would probably be in a slightly better place than we are now.

[117] **Bethan Jenkins:** I would like to ask a supplementary question, if I may. I listened to the previous evidence and it seems to me that organisations are approaching the Government or the unit. Do you think that the Government could do more to be proactive in identifying possible future events, such as the Champions' League, and discussing whether it should submit a bid rather than the FAW or the Welsh Rugby Union?

[118] **Mr Ford:** It needs a co-ordinated approach. We have the ability to bid for and host major events. You have moneys available, whether for the promotion of tourism or for the upgrading of infrastructure. We need to ensure that those agendas are more aligned than they are at the moment. I would suggest that, by doing so, we would have a more co-ordinated approach and we could bid for, and hopefully be successful in staging, some of these major events.

[119] **Sandy Mewies:** I will bring this session to an end shortly. However, I would like to ask whether you see the major events unit having a central role in that co-ordinating strategy.

[120] **Mr Ford:** Yes, I absolutely believe that it should have.

[121] **Eleanor Burnham:** You referred to the success of the Ashes test and the importance of the lessons learned—that the whole community needs to be supportive of the event. Do you consider there to be any weak links in obtaining the support of the whole community? Do you have any thoughts regarding how we could bring all parts of the community together?

[122] **Mr Ford:** I would probably go back to legacy planning in that particular case. There have been some good examples in the past where they have ensured that local communities are absolutely and integrally involved in the whole process. Legacy is not just about the use of the facilities; the legacy has to be about how we promote a more active generation and how we bring communities together. By doing it from the start of the process and having it at the heart of the organisation we will be successful in doing so.

[123] Going back to my predecessor's comments on that section, I believe that he felt that, in that particular case, there was a lack of a legacy plan for the community. It is something that I feel strongly about, that it needs to be at the heart of any plan going forward in order to ensure that it is successful. However, let us be honest, it is not easy. It is easy to sit here and say with hindsight what we should have done. I have been at the heart of staging some large-scale events and it is easy to be self-critical after the event, and one should be to ensure that we learn from our mistakes and improve on what we do. However, to answer your question, the community is a focal point of that and it should be integral to the process.

[124] **Sandy Mewies:** Thank you very much for your paper and for the additional evidence you have given today. We will send you a transcript to check for factual accuracy.

10.10 a.m.

[125] If you feel that there is something that you did not have time to talk about today or if you have an additional piece of information for us, please feel free to send that to the clerk. I can say that because I do not have to do that work. Thank you for coming in.

[126] We will now move on to receive evidence from the Welsh Sports Association. I

welcome Anne Ellis and Robert James. Anne is the chair of the association and Robert is its director and is chief executive of Swim Wales. Welcome to our committee. I think that you know what sort of evidence we have been gathering. We are looking at the impact and legacy of major sporting events. Thank you for your paper, which has been very useful. All Members will have read it, so you will only need to outline it briefly. I do not know whether you would both like to say something, but after you have spoken, we will turn to Members' questions. I remind you that we operate through the media of both Welsh and English. The headsets should be set up for you, if you do not speak Welsh, and channel 0 will amplify the sound.

[127] **Ms Ellis:** Thank you, Chair, and thank you all for inviting us here this morning. Robert and I are delighted to speak on behalf of the Welsh Sports Association. Robert is the chief executive of Swim Wales, and he will speak for himself and say a few things in a moment. However, I would like to make it clear that we are here today on behalf of the Welsh Sports Association, although we will also use evidence from swimming and so on. Furthermore, I stress that we are volunteers; those who work for the Welsh Sports Association are volunteer officers. That is important because, as you know, sport is run by volunteers.

[128] It is very difficult to cover 64 sports' governing bodies and, in our paper, we have tried to say what we feel is right for all of the sports. I am aware that an events strategy will be delivered in March. However, as for where we are with that—and I have had a quick look at it—I think that we need to be more clear and transparent about what it is and who it covers. For example, what do we want from events and what are we expecting? Do we want greater participation or more tourism? Whatever it is, we must be clear and I do not think that we are clear about that. We are not clear about what we offer governing bodies to support them with events. That is not only about money because some governing bodies will do something very small with a very small budget, but we need to offer them some support with logistics. Some governing bodies have only one person or no people working for them and if they want to run an event, they need help centrally from someone to tell them how to get television rights, how to undertake a risk assessment and how to deal with the legislation and everything else that comes into it. So, basically, we are trying to respond on behalf of all governing bodies, which is not as easy as you might think.

[129] **Mr James:** If we had straightforward criteria that everyone could look at, it would be much easier. The idea of having an events for Wales department is a good one, but the criteria must be made clear to all sports people on what they can claim. We have mass participation, spectator participation and the smaller sports. In my category, we hold our own events and because there is no funding, we try to find that funding. However, smaller sports could hold events in smaller towns—I use Upper Cwmtwrch as an example, for my sins—where such an event would be a major one, and one in which everyone could be involved. So, we need clearer criteria for applications.

[130] **Sandy Mewies:** Thank you for the reminder that it is volunteers who really support sport in a huge way, not financially but in the time that they give. We have been reminded of that before. The message that you are giving us now about setting criteria and deciding on outcomes has already come from some of our witnesses. I will ask you about the major events unit because you have raised some concerns about the Welsh Government's approach to major events. Have you had any contact with the major events unit, and can you justify why you think that its approach is ad hoc?

[131] **Ms Ellis:** I have spoken to individuals within the unit. I am aware that they are now writing a strategy and that it will be delivered. I have seen the strategies on the website. However, when you look at them they are not clear. Robert will give you evidence in a moment, but when I asked them, 'What about the Commonwealth Youth Games?', which is a major event to us, I was told by one of the strategy people, 'It is not important to us'. That major event, the Commonwealth Youth Games, involves 1,000 young people. It could come

to Wales at a cost of £2 million, which is peanuts when you consider that the cost of the Commonwealth Games is £500 million. It would bring 1,000 young athletes from 70 countries to Wales. I went to Pune last year, as did Rob, and it was brilliant for these young people. There were 70 countries represented in 10 sports—that is amazing. Immediately, no bid went in and no bid has gone in at this point. We cannot fund that as it is a big event. That is what I mean by ‘ad hoc’. If we know straight away that the event does not meet participation, tourist and whatever other criteria it is meant to meet, we would not even suggest it, but it is a case of someone plucking something out of the air at the moment. I think that Robert had something to add.

[132] **Mr James:** I am lucky to also be a member of the British Swimming Board; therefore, I have insights into what is going on. We had a major event in Manchester, called the Duel in the Pool, which was the USA versus Europe. On the back of that, as it was such a great success, we then looked at putting on another event—GB versus Germany—which is happening next week in Swansea. As I did not have the criteria and I wanted it held Swansea rather than Sheffield or wherever, because I am Welsh, I put in a bid. I also went to the major events department and asked whether there was any possibility of having any funding, and found that there were no criteria. Basically, the answer was, ‘Not at this stage. You only have a small venue. It is only GB versus Germany. It is not an international event; it will not be on television’. I thought, ‘Fine’, but as far as Great Britain swimming is concerned, it is a major event and I have managed to get it hosted in Wales. Swim Wales is subsidising it but it is in Wales rather than Sheffield, which I think is great for our kids. We are up and coming, and we are probably punching above our weight at present within swimming. It will be great for all of the youngsters. In fact, on the back of it, we are bringing all of our squads in and having a competition pre and post the GB versus Germany event. If the situation had been clearer earlier, I might have been able to go in for a bigger display.

[133] **Sandy Mewies:** Are you saying that the major events unit deals, by definition, with major events. Is there something missing underneath that?

[134] **Ms Ellis:** Yes, I think so. I looked at the website and there are three criteria, which I think include world events and the Commonwealth Games, which are massive events. The Commonwealth Games would probably require £500 million—that is a ballpark figure. Therefore, we are looking for major money for those. Underneath that are European events, which would still require a significant amount of money; but underneath that are others where there is no criteria. The others could be archery, which could have a championship somewhere. It could have a world championship because we have some wonderful places in which to shoot arrows. We just do not get anything from the criteria to indicate that archery would have much funding. Unless we see it clearly laid down, we will not know what we are bidding for—or they will not know. It is our smaller governing bodies that I am really concerned about. I should add that some of our larger governing bodies—not swimming, but athletics, certainly—were involved in the consultation on these criteria on the major events strategy that is being developed. They tried to engage with seven or eight of our governing bodies, but we have 64.

[135] **Sandy Mewies:** All right. We will now move on to Bethan’s question.

[136] **Bethan Jenkins:** Yr ydych newydd ddechrau ateb fy nghwestiwn am eich mewnbwn i bolisi'r Llywodraeth. A ydych yn cael unrhyw fewnbwn o gwbl? Os nad ydych chi, sut hoffech chi weld eich sefydliad yn cael mwy o fewnbwn i'r hyn sy'n digwydd o fewn y Llywodraeth? **Bethan Jenkins:** You have just started to answer my question regarding your input into Government policy. Do you have any input at all? If not, how would you like to see your organisation having more input into what happens within the Government?

10.20 a.m.

[137] **Ms Ellis:** Perhaps I will start and then Robert can join me. I understand that organisations representing some sports were involved in the consultation. The Welsh Sports Association was not. I did not know that there had been a consultation. I would like to be involved, because we can ask our smaller governing bodies what they want. I am fearful that we do not look at this issue. I know that the badminton governing body gave evidence. That is considered one of our smaller governing bodies, yet it is an important sport. Table tennis is another, and athletics were certainly involved. However, I would like to be involved and I certainly have not been up to this point. I would like to make sure that, when we are looking at criteria, we are covering all sports in Wales and we are delivering a policy for everybody, not just the few.

[138] **Mr James:** I will put my GB hat on for the moment. Most of the GB events are covered by UK Sport. For Wales, we are bidding for events within the parameters of British Swimming. The deal is done between British Swimming and UK Sport. Last year, there was the Celtic Tri Nations Championships, which involves Scotland, Ireland and Wales. It would have been nice if we had been able to go and get some support for an event that brought the Celtic nations together. I went to a meeting in Swansea, where we discussed what should be covered by this department, and there were some very good points raised there. On the swimming side, we deal quite well with the Sports Council for Wales, which is aware of what we are planning and helps us as best it can. As far as major events are concerned, I suppose that it would be nice if we knew the criteria and we could go to the major events unit to tell it what we are doing, what that would bring to Wales, to Welsh swimmers and to spectators, and then put our application in. However, I would not be looking for a major amount because that would come through British Swimming.

[139] **Eleanor Burnham:** This would tie into broadcasting of the event. I presume that if you had the support of the major events unit, it could, perhaps, secure more broadcasting of your event. Would you agree with that? Would that not help to raise awareness?

[140] **Mr James:** Yes, I believe that that is one of the areas that we could tap into. Next weekend, we have BBC Radio 5 Live there. There is no TV coverage, but that might be because it is in the middle of the rugby season. However, at least we have coverage on BBC Radio 5 Live.

[141] **Ms Ellis:** That is very important. As well as identifying criteria and events, having a list of what we are bidding for and what we can bid for, and making sure everybody can bid for something, the major events unit has a responsibility to do the generic stuff. That includes thinking about how it can help us with publicity. As I said at the beginning, some governing bodies have one person working for them and no volunteers, so how do they get publicity? How do they get to know the logistics? There are certain things that are generic to all competitions, big or small. We should have some sort of central pool of resources that we can call upon and that can be on hand for governing bodies.

[142] **Joyce Watson:** You say that there needs to be a proactive Welsh Government events team that works on behalf of Sportlink UK, in conjunction with a range of public bodies and private sector partners. How do you think that that would differ to the work currently being undertaken by the Welsh Government's major events unit?

[143] **Ms Ellis:** As I say, I am aware of its work. I am not sure that everybody is aware of it. I think that it is low key, but it has to be high profile. With that comes the point that the major events unit has to have funding. It does not have enough funding at this point in time; otherwise, it would probably fund more events. However, if we are serious about getting events into Wales, we have to be serious about how we treat this major events unit. It has to

be proactive and it has to have funding to be able to go out and support a variety of events, depending on the criteria. On engagement, it has to engage with the sport itself and with the Sports Council for Wales. It is not beyond anybody's wit to have a calendar for the next 15 years showing what events are possible within Wales, what level of support they would need and what they would bring into Wales.

[144] **Ms Ellis:** This is so that we do not have a swimming event tomorrow and a rugby event next week, for example. We need a cohesive approach. For example, we should not be running major events on the same weekend if we can avoid it. The unit has a responsibility to develop a calendar, by going out to meet with governing bodies and with the sports council. We have a good relationship with the sports council. There are ways to improve on this in business terms. The major events unit has more clout than we do because it is from the Welsh Assembly Government. Going out and saying that we are from the Welsh Assembly Government means more than saying that we are from archery. The response to that would be, 'What is archery?'. Archery is a good sport and is included in the Commonwealth Games. I am not an archer—I could not shoot an arrow—but my point is that we do not have the people in our governing bodies, particularly the smaller ones, who have that ability to go out to businesses who have the name and the knowledge of how and where to approach people. A major events unit should have a marketing and publicity person whose job it is to do that within the unit.

[145] **Sandy Mewies:** I think that Eleanor will ask you to expand slightly on that, although you have answered quite a bit of the question.

[146] **Eleanor Burnham:** A former member of my staff was a good archer. She absolutely loved it, so I can vouch for archery and I understand exactly what you are saying.

[147] Pwysleisiwch fod angen gwybodaeth ynghylch digwyddiadau mawr ond hefyd ynghylch digwyddiadau chwaraeon llai poblogaidd y soniasoch amdanynt a allai gael eu cynnal ar gyllideb cymharol fach. A allwch esbonio'r anawsterau y mae cyrff llywodraethu bach yn eu hwynebu wrth chwilio am gymorth i gynnal digwyddiadau? You emphasise that we need information about major events but also about the less popular sporting events that you mentioned, which could be held on a comparatively small budget. Can you expand on the difficulties that small governing bodies face when looking for support for events?

[148] **Mr James:** I can give you my view with regard to swimming. Swimming is quite a mature sport now, and we have been building up funds for a while. The event next week, for example, will probably cost about £25,000, but that is being funded from within my sport. Another restriction that we have in Wales—not just in swimming—is the stadia. We only have about three or four major stadia that can stage major events. The eight-lane 50m swimming pool in Swansea is superb, as is the 10-lane 50m pool in Cardiff. However, spectator wise, they only have 1,000 or 1,500 seats, and for a major competition, you need at least 5,000 or 6,000 seats.

[149] **Eleanor Burnham:** North Wales does not have one of those swimming pools, as far as I am aware.

[150] **Mr James:** No, not yet.

[151] **Eleanor Burnham:** People go to Manchester, do they not?

[152] **Mr James:** Yes, that is right.

[153] **Sandy Mewies:** You say 'not yet'—are you hopeful?

[154] **Eleanor Burnham:** Where and when?

[155] **Mr James:** Off the back of the Olympic Games, there will be three temporary 50m pools available, which I think Wales should be putting in a bid for. If one was secured, my view would be to stick it in north Wales.

[156] **Eleanor Burnham:** That would be fantastic. We will support you on that bid.

[157] **Mr James:** We would have to put in a bid to the London Organising Committee for the Olympic Games. Everyone will be after these pools, but it is an opportunity that we cannot afford to miss.

[158] **Ms Ellis:** That is another thing that the major events unit could be looking at. Another proactive small governing body is that for shooting—to pick on a sport other than archery—which is currently out in India for the Commonwealth shooting championship. I am picking the way-out sports now. I think that the shooting governing body has one part-time person working for it. Shooting is a difficult sport to sell, and people in business say ‘I don’t want anything to do with guns’, so it needs all the help it can get. It does not have anyone on the marketing, the public relations or on the business side to go out to get money. Most of the money that it gets is raised by themselves from within; it is very low on funds. It is difficult for those kinds of sports.

[159] **Eleanor Burnham:** So, you—

[160] **Sandy Mewies:** Sorry, Eleanor, we must move on because we need to go through the key points first. You can come back later.

[161] **Mark Isherwood:** There have been many references to archery; a lot of metaphorical arrows are shot in this place, but they do not always hit the target. [*Laughter.*] You have referred to event funding and suggested that it may be awarded according to a sliding scale or classification. The Sports Council for Wales has told us that it already supports sports by categorising them according to ability to deliver specific objectives. How effective do you believe that is and what would you like to see done differently?

10.30 a.m.

[162] **Ms Ellis:** The Sports Council for Wales has now come up with a reasonably good policy for sport, and it is trying to be fair to everyone. Obviously, with a limited budget, you have to prioritise. You have to do that with major events. However, there is room for everyone, and, provided that there is enough support to make sure that a governing body is able to exist, it is the right way to go. You people approved the performance and excellence review not so long ago. That prioritised sports. Sports accept that there has to be prioritisation. We all accept that; even the smallest sports accept it, so long as they are not forgotten and pushed away. As long as there is something in it for them, even though it is not as much as what the top sports receive, they can live with that. So, it is the right policy.

[163] If we had masses of funding, I would like to think that everyone would have the same, but that is not the case. Of course, everyone does not need the same amount. Some governing bodies can manage with just a little bit, because the sports are not huge. They would all like to grow, and if we want them to grow we will have to give them more money at some point. However, at this point, I would suggest that it is the right policy.

[164] On the events, some governing bodies do not have the capabilities in their own organisation, given the number of volunteers, to have a big event. It would be a small event,



in a locality that would not demand a huge amount of organisation and only a small amount of money. It would be a win-win situation. Cwmtwrch was identified. It might be a great place to have mountain biking, or whatever, and it would be very successful. There are some wonderful mountain-biking trails, which do not demand a huge amount of money, but they do demand a lot of organisation. That would bring many mountain bikers into Wales, and some supporters. There would not be masses of people, because there is nowhere to watch, other than in the forest.

[165] So, it is the right policy, and you can have a win-win situation of smaller governing bodies doing smaller events, for a small amount of money on a sliding scale.

[166] **Bethan Jenkins:** Yr ydych yn dweud yn eich tystiolaeth nad yw Llywodraeth y Cynulliad yn cyfathrebu â UK Sport, ond yn y dystiolaeth a gawsom gan Gyngor Chwaraeon Cymru, dywedodd fod UK Sport wedi ymgynghori ag ef ynghylch ei strategaeth ar gyfer 2013 i 2016. Sut y gwelwch berthynas cyrff chwaraeon Cymru a UK Sport yn datblygu yn y dyfodol?

**Bethan Jenkins:** You say in your evidence that the Assembly Government does not liaise with UK Sport, but in the evidence that we received from the Sports Council for Wales, it said that it has been consulted by UK Sport on its strategy for 2013 to 2016. How do you see the relationship between Wales's sporting bodies and UK Sport developing in the future?

[167] **Ms Ellis:** The point that I was trying to make in the paper was that I was not aware of the major events team working with UK Sport. The sports council certainly works with UK Sport, but I do not know whether the major events team has discussed with UK Sport its strategies and desired outcomes and what UK Sport will support and what we in Wales will support. There has to be much more co-ordination between all the organisations, including UK Sport. UK Sport is a difficult example in respect of funding, because if I wanted to have an event and Robert said, 'We will bid for that,' unless you have asked UK Sport whether it will support the bid before you make it, you cannot bid, or, when you do bid, you cannot get the money. You have to make the bid after you have asked it whether it will be supportive. However, sometimes, you do not know, and there is a quick turnaround on the bids. Someone might not be doing it, so there might be an opportunity for you to jump in, but if you jump in and then say to UK Sport, 'We have this,' it will say, 'You should have asked us first.'

[168] **Bethan Jenkins:** Do you need the Welsh Assembly Government to make that bid and not the sports council? Is that why you were emphasising the fact—

[169] **Ms Ellis:** No. I am saying that I would like to see, when criteria are being set and when we are deciding which events to award, that we are working together and there is a synergy between us all. On UK Sport's website—I have mentioned this in the written evidence—you will see that not one bid will come to Wales in 2010. I did mention that somewhere—it is on page 2 of my written evidence. The Government should liaise to see how decisions on that can be influenced. The sports council is liaising, but I do not know how much influence we have. The website on events in 2010 shows a number of events that are the result of investing £3.3 million, but not one is coming to Wales. That may be because we have not put a bid in. That could be because the difficulty in bidding for UK money is that you have wait for approval before you bid, and sometimes the window has closed before that comes. So, it is not easy.

[170] I do not think that I am really answering your question, but I think that there is synergy, as the sports council seems to have more of an influence than it had in the past. We have people on that, and Nigel Walker is chair of the UK group. So, we have people on it, but we do not seem to have the right synergy so that we identify early enough in Wales what we want to do and then meet with Welsh Assembly Government and the sports council to say, 'In 2025, we would like £500 million for the Commonwealth Games. We have 15 years to get it;

can we bid for it?' If we are not going to have any money, there is no point in bidding. I think that we have to work with UK Sport more in the long term rather than in the short term.

[171] **Mohammad Asghar:** I have a similar question. Does your association have any direct dealings with UK Sport? If not, how are its needs and expertise fed into UK Sport's development plan?

[172] **Mr James:** We were lucky last week, as we met its representatives while they were down in Wales. We met Baroness Campbell and the chief executive. My personal feeling is that all the money is going to 2012 at the moment, but we do want a really good Olympic Games, because we will all gain from that, and the legacy from that will be in Welsh children who will play, swim or run for Great Britain, which will be great for us. I reminded them that, post 2012, the legacy will be for us to have one of the pools, for instance. We also have to have the capital back in Wales, because there is no capital spend here at the moment. I have made that clear to them. How far it goes I am not sure, but, to be fair, they made a note of those points, and I hope that that will bear fruit once the games have concluded.

[173] **Ms Ellis:** We have a Minister on the sports cabinet, do we not? The Welsh Sports Association has an agreement with the Minister so that, when we need to meet him, we can do so up to twice a year on any issue. If we want him to take something to cabinet, which we have done in the past, we would meet him and tell him that, as a sports association, we have concerns about this or that—I think that last time it was about having to have six or seven Criminal Record Bureau checks for one person and that sort of thing. He is prepared to take those issues to UK Sport. So, we have links in.

[174] Baroness Campbell did come down, and I think that she comes down once or twice a year, so not too often, but that does give you an opportunity to make your point and, hopefully, some of it will be taken on board. The sports council works closely with UK Sport, but the influence has to come from all of us. Rob is absolutely right that is about how much influence we can have, and that you people can have, to get back the £7 million that we lost. It is not just £7 million, but £7 million over five or six years. It is significant. We have had no capital spend for five or six years.

[175] **Mohammad Asghar:** I have a supplementary question along the same lines. There appears to be a lack of knowledge of what the sports council and the Welsh Government is doing to support governing bodies. How should this be addressed?

[176] **Ms Ellis:** I am not sure about that. At last year's annual general meeting, 56 attended. That means that most governing bodies knew about it and had a presence, and they would have listened to and seen our presentation on what we have done as the Welsh Sports Association, how we have engaged with the sports council, and how we engage with the Minister. We send out e-newsletters once a month, and we publish letters three times a year, I think. These letters go out to all our governing bodies, in which we give them updates on what is happening between us and the Welsh Assembly Government, and us and the sports council, and we give them advice. At the moment, we have two consultants working for us, via some funding from the sports council. One goes to the smaller governing bodies, which do not have any support staff, to help them with financial arrangements and to show them how they can work. The other one goes in to help them with governance and dealing with corporate responsibilities. So, we pay for one-to-one consultations for the small governing bodies. We have been through 10 this year, I think, and we hope to get through another 10 next year to help those governing bodies to understand how to run their sport. Although they do not have staff, we have given them templates on what to fill in, how to write a strategic plan, and those sorts of things. So we are working individually with governing bodies, with money that we have received from the sports council. That is what it is telling us to do with that money to help our smaller governing bodies, and that is how we are doing it.

10.40 a.m.

[177] **Mr James:** In the past, there probably was not enough publicity from the WSA about what it was doing. We have a new board, which was formulated last year, and some changes are being made this year. We are going to be totally professional in outlook so that we can help all the sports. As Anne said, we are looking to appoint a roving tutor to tutor coaches and teachers in the minor sports to qualify at a UK level. So, perhaps we were a smaller, quieter association in the past, but with the new board and the enthusiasm within it, you will find that there will be a lot more changes.

[178] **Joyce Watson:** Going back to the last question, you say that governing bodies are not aware of the sports council and the Welsh Government's work. How can that be improved?

[179] **Mr James:** This is perhaps where the Welsh Sports Association can help. Speaking from the point of view of my sport, I am aware of and have involvement as best as I can with the sports council and the Welsh Assembly Government. The major sports will have that involvement—it is the smaller sports that will not, as Anne said earlier. That is where we can help, because we are the umbrella organisation for all the sports' governing bodies.

[180] **Ms Ellis:** I would add that the sports council meets someone from every sport every year to offer them support in the categorisation or identification of priorities. The smaller sports will receive small amounts of money, but they will be met and told what their budget is, and we will then help them.

[181] **Joyce Watson:** You also say that the Welsh Government needs to consider using your expertise. In what ways do you currently promote that on behalf of members in planning for events? You have touched on that, but is there anything else that you want to say?

[182] **Ms Ellis:** There is only a limited amount that we can do, because we are volunteers as well. With regard to professional people, we have two consultants at the moment who go into governing bodies as and when we want, and we are about to appoint a coach co-ordinator for the governing bodies that cannot afford to have one. So, we will appoint a generic one across sports, between us. Apart from that, there is not an awful lot that we can do, but we meet with the governing bodies. Inevitably, when we write to them, we say that if anyone would like to meet the board, they are very welcome to do so, and we would be happy to come to discuss anything that they want to discuss with us. I do not think that we can do an awful lot more with the time that is available to us. If I or Robert had a concern about a governing body, we would go to the sports council and their officers would look at it, because they have officers who are responsible for specific sports. If there was a concern, and I did not have the wherewithal to deal with it, I would go the sport council and say, 'This governing body is really struggling and needs an awful lot of support'. However, on events, we can look at what we can do generically, which is very important—there are many things that are generic to all events. We must have a resource pool somewhere that they can draw on, so that if they need something, we can see whether is a template or best practice examples to assist with that.

[183] **Sandy Mewies:** We have time for one more question, and I am going to ask Mark to ask it. We only have five minutes left, so please keep your question and answers brief.

[184] **Mark Isherwood:** You have already referred to the dialogue that you have had with the Minister. The Welsh Government states that it is engaging with stakeholders in the development of its major events strategy. What opportunity have you had to put forward your thoughts to the Welsh Government directly or through stakeholder meetings?

[185] **Ms Ellis:** Unfortunately, I have not had any. I am aware of it, because I make myself

aware of what is going on, but I have not been involved in the consultation at all. In fact, I did not know when the consultations were held. I would have gone. I can speak only for myself, but I know that most of the smaller governing bodies were not aware. It was only the larger, prioritised, governing bodies that were involved. I am assuming that they were involved, but it certainly did not involve the Welsh Sports Association. Robert, you represent Welsh Swimming, which is a larger body.

[186] **Mr James:** I went to the forum in Swansea about 18 months ago, where we were asked to throw ideas onto the table to fit into the criteria. I have not seen anything since. I received one approach for this event, but it was a bit late anyway. Nothing was forthcoming because it was not a major event. In Britain, it was a major event, but that was only in swimming.

[187] **Sandy Mewies:** Thank you both very much for your paper and for coming to expand on what you said in answer to our questions. You will be sent a transcript to check for factual accuracy. However, if you feel afterwards that there is something you wish you had said that you were not able to because of time constraints, please feel free to contact the clerk.

[188] **Ms Ellis:** Thank you for your attention this morning.

10.46 a.m.

### **Cynnig Trefniadol Procedural Motion**

[189] **Sandy Mewies:** In order to allow the committee to consider a scoping paper for a future committee inquiry into financial inclusion, I propose that

*the committee resolves to exclude the public from the remainder of the meeting in accordance with Standing Order No. 10.37(ix).*

[190] I see that there are no objections.

*Derbyniwyd y cynnig.  
Motion agreed.*

*Daeth rhan gyhoeddus y cyfarfod i ben am 10.46 a.m.  
The public part of the meeting ended at 10.46 a.m.*