sportwales
chwaraeoncymru

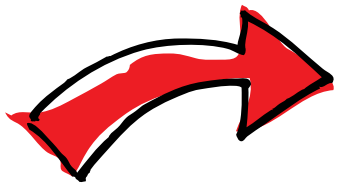
community

SPORT STRATEGY
2012-2020

Noddir gan
Lywodraeth Cymru
Sponsored by
Welsh Government

LOTTERY FUNDED
ARIENNIR GAN Y LOTERI

This strategy has been developed to set out clear priorities and focus energy to enable a dramatic shift in the range and number of people involved in sport. It also provides further guidance to those responsible for planning and running sport in Wales.



It's intended to be a practical guide for people working in sport; offering insights and questions to help create informed planning, inspire innovative thinking and the production of quality, sustainable sporting opportunities for all. Its applicability will be crucially important.

The next few pages highlight our priorities for growing community sport. More detail is set out later.

What does the ideal sporting community look like?

- **Participants at the heart** of our decisions and actions for growing sports participation;
- A child and adult having the **right to access** opportunities, and providers **fulfilling their duty**;
- **Importance of first time experiences**;
- **Teachers** who are appropriately **qualified, developed and confident**;
- Schools which **embrace sport's power** to positively improve a pupil's wellbeing, ability to learn, grow and develop as young adults;
- A strong continuation of **fun sporting opportunities beyond the primary school**; maintaining young people's participation at a crucial age, and **based on effective collaboration**;

- A plethora of **opportunities in a variety of settings** for children, young people and adults;
- **Modernised offers**, such as **short, sharp variations of sports**; responding to growing time pressures and lifestyle choices of the Welsh population;
- A **broad range of quality providers, collaborating effectively** to maximise investments for sports participation and minimise wasteful duplication;
- A **confident embrace of technology, marketing and PR approaches** as a means of attracting participants and recruiting the workforce;
- A **diverse, passionate and skilled workforce**; paid and voluntary, to encourage, inspire and support participants;
- **Talent identification** in a variety of community settings.

The need for Communication and Collaboration

To bring these priorities to life, better communication between partners and closer, effective collaboration is paramount. A blanket approach to sports development is not going to deliver the transformational change we need to achieve significant increases in participation rates.

We need to develop much wider, more appealing offers through more informal and recreational opportunities, capable of engaging children, young people and adults of all abilities, and successfully attracting people to re-join the world of sport. A particular challenge will be to address the decline in the number of young girls and women taking part.

We need to continue listening to young people; involving them in the decisions we make and in the activity we deliver. Young people bring fresh thinking and energy to ignite the sector's performance. We must harness this opportunity and invest in their future.

Early experiences of sport are critically important.

We know from evidence that children's experiences are varied. We need to minimise these variations as far as possible. The role of teachers, supported by local clubs and local authorities is fundamental here. We also cannot underestimate the important role FE and HE can increasingly play in harnessing young talent, developing future leaders and providing quality facilities for our communities to enjoy.

Investing in thriving clubs, where quality, varied and sustainable provision becomes the norm, has to be a key focus for us. We have seen some notable successes in this area, and see a real potential to boost club viability to great extents.

5 key priority areas

THRIVING CLUBS

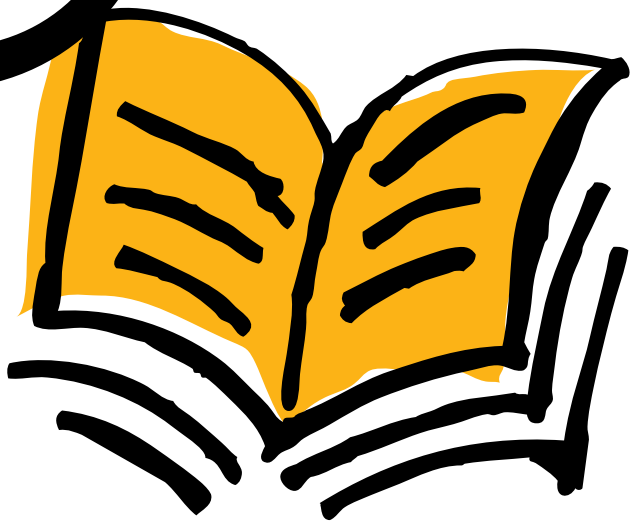
Creating opportunities through good enterprise and innovation

LOCAL Decisions

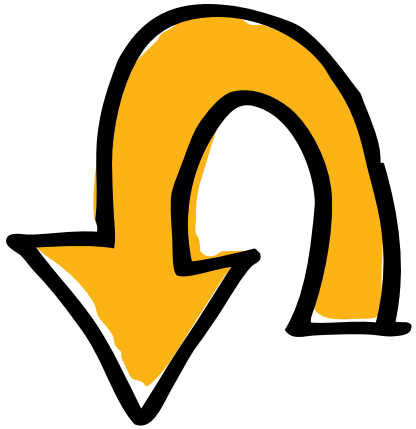
(Creating opportunities by meeting local demand)

quality education

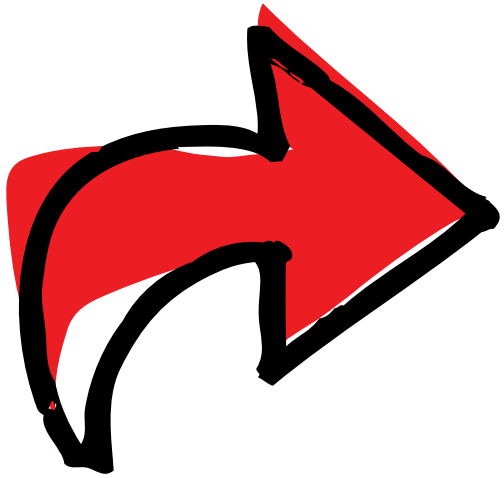
Creating opportunities by developing skills, enjoyment and confidence

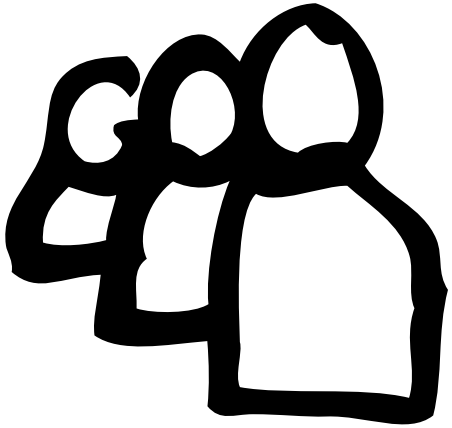


COMMITTED workforce



Creating opportunities by attracting and investing in the right people, in the right places





appropriate facilities

Creating opportunities through providing inspirational environments and programming

The Strategy in Detail

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setting the scene

foreword

Wales' sport sector has set its sights on achieving a big ambition. Not limiting itself any longer to merely increasing the rate of sports participation, nor to a steady increase in the number of elite medals won, but firmly committing to the aspiration that we can achieve bigger, better outcomes by stretching ourselves. As such, we've signed up to getting every child, without exception, hooked on sport for life, and to establish Wales as a nation of champions. This necessitates radical thinking around how sport is planned, offered and promoted. Its appeal needs to be wider, deeper and capable of sustaining interest and passion right through to adulthood.

Sport has a unique ability to bring people together and promote a sense of belonging – players, parents, grandparents, uncles, aunts, volunteering and coaching – a family concept where support and encouragement unlocks potential and gives a sense of worth. Communities can become strong, safe and healthy environments, provided sport is seen and celebrated as a uniting factor.

For sport to truly engage the widest possible audience, and sustain their involvement through life, a clear pathway offering diverse, appealing opportunities is essential.

Building on the Vision for Sport in Wales[1], it highlights the kind of conditions and approaches needed to build stronger, vibrant sporting communities right across our nation.

It's intended to be a practical guide for people working in sport; offering insights and questions to help create informed planning, inspire innovative thinking and the production of quality, sustainable sporting opportunities for all. Its applicability will be crucially important.

This strategy has been developed to set out clear priorities and focus energy to enable a dramatic shift in the range and number of people involved in sport. It also provides further guidance to those responsible for planning and running sport in Wales.

We need to heighten our awareness of people's lifecycles, perceived and actual barriers, child poverty, and the growing competition from other forms of leisure needs to factor in our thinking. We need to better understand the issues and be more proactive in the steps we take to addressing the very things that stand in the way of us achieving our ambitions.

I know we can all rise to the challenge. If we are all prepared to be ambitious in our approach, to embrace change, take bold decisions, and to truly collaborate, we can make this a reality. I very much hope you rise to the challenge with us to deliver the very best experiences; the very best opportunities for our diverse communities.

Professor Laura McAllister
Chair, Sport Wales

1 A Vision for Sport in Wales, Sport Wales (Jan 2011)

message from the minister

The Welsh Government fully recognise the valuable contribution that sport and physical activity can make to our health and wellbeing and its power to tackle the challenges we face in our communities, in our everyday lives. Our Programme for Government is very clear about our priorities and what we will deliver for the people of Wales.

We are committed to making it easier for everyone to access opportunities to participate in sport and to stay involved in sport throughout their lives. We will provide young people with the skills, confidence and motivation to take part in sport. We will enhance the provision of sport to meet the different needs of individuals and communities. We will increase the number of volunteers actively involved in sport and we will continue to support our current and future talented athletes to bring us success that we can celebrate together.

I have seen first hand how sport can enrich people's lives and give young people a chance to create a positive future for themselves. The unique ability that sport has to bring together and strengthen families and communities is something that I am keen to harness and support. So I am pleased that Sport Wales has developed a strategy that seeks to do this and that its focus is to deliver equality of opportunity for all.

Every young person should have the chance to shine and be given an opportunity to contribute positively to their community, irrespective of their circumstances. Sport can and does play an important role in helping young people and families to deal with and overcome difficult situations and to strive for a better future. This strategy, sitting alongside Sport Wales' Child Poverty Strategy will play its part in helping to reduce and prevent poverty by reducing barriers and inequalities.

This Community Sport Strategy quite rightly challenges us all to think differently about how we best engage and retain people's interest in and enthusiasm for sport. We need to be bold, ambitious and innovative but we must also be focused on outcomes and making a real difference where it is needed most.

I welcome the commitment of Sport Wales and other key partners in the public, private and third sector to this strategy and to the principles, values and priorities within it. There is no doubt that we face some stiff challenges ahead to create in every part of Wales, a strong, successful and sustainable community sport structure but I believe it is achievable if we work genuinely and honestly with and for each other.

Huw Lewis AM
Minister for Housing, Regeneration and Heritage

executive summary

Building on the Vision for Sport in Wales, this sector-wide Community Sport Strategy seeks to translate our big aspirations into practice. It outlines an expectation for how sport could decentralise, and how local providers – public, private and voluntary – can further develop their strengths so that local communities can shape and determine local sport.

The need for better communication between partners and closer, effective collaboration is paramount. A blanket approach to sports development is not going to deliver the transformational change we need to see if we are going to achieve significant increases in participation rates.

Set against a backdrop of continuing economic uncertainty, and increasing competition and demand for people's time, the challenge to significantly grow community sport is magnified.

We need to develop a much wider, more appealing offer through more informal and recreational opportunities, capable of engaging children, young people and adults of all abilities, and successfully attracting people to re-join the world of sport. A particular challenge will be to address the decline in the number of young girls and women taking part.

We need to continue listening to young people; involving them in the decisions we make and in the activity we deliver. Young people bring fresh thinking and energy to ignite the sector's performance. We must harness this opportunity and invest in their future.

Early experiences of sport are critically important. We know from evidence that children's experiences are varied. We need to minimise these variations as far as possible. The role of teachers, supported by local clubs and local authorities is fundamental here. We also cannot underestimate the important role FE and HE can increasingly play in harnessing young talent, developing future leaders and providing quality facilities for our communities to enjoy.

Investing in thriving clubs, where quality, varied and sustainable provision becomes the norm, has to be a key focus for us. We have seen some notable successes in this area, and see a real potential to boost club viability to great extents.

The strategy sets out some key expectations, many of which will challenge the sector's thinking.

It identifies key priority areas for Sport Wales, as the nation's sports development agency, and its partners as key deliverers of community sport; areas where big gains can, and should be made. It also, through advocating specific sports development tools, acts as a practical guide for those responsible for the delivery of sport.

These priorities are:

Thriving Clubs
Creating opportunities through good enterprise and innovation

Local Decisions
Creating opportunities by meeting local demand

Quality Education
Creating opportunities by developing skills, enjoyment and confidence

Committed Workforce
Creating opportunities by attracting and investing in the right people, in the right places

Appropriate Facilities
Creating opportunities through providing inspirational environments and programming

This strategy sets out the case for focus, collaboration and new approaches.

In addition to setting out priorities, it also identifies Sport Wales' specific contribution, and its role in meeting our broader child poverty and equality objectives.

policy + political context

The sport sector believes there is a need for a step change in the way sporting opportunities are planned, developed and promoted and shares the Welsh Government's vision for Wales articulated in both Climbing Higher (2005) and Creating An Active Wales (2009):

'An active, healthy and inclusive Wales, where sport, physical activity and active recreation provide a common platform for participation, fun and achievement, which binds communities and the nation and where the outstanding environment of Wales is used sustainably to enhance confidence in ourselves.'

The sport sector has responded to Creating an Active Wales by producing a Vision for Sport in Wales which set outs a vision of Wales as a proud sporting nation, supported by an aspiration to get every child hooked on sport for life and for Wales to be a nation of champions.

It sets out key priorities as follows:

Sporting Innovation
Wales has a sports sector that embraces collaboration, encouraging new ways of delivering opportunities to increase participation and improve elite performance.

Skills for a Life in Sport
Every child and young person is provided with the skills and confidence from an early age to be physically literate through high quality, engaging sporting experiences.

Sporting Communities
We have communities with sport at the heart of them, offering joined up opportunities for every child and young person to undertake at least five hours of safe, high quality sport every week and sustaining their engagement throughout their adult life.

Sporting Excellence
We are a nation that excels in nurturing sporting talent and delivers on-going success on the international stage.

Growing a Skilled & Passionate Workforce
All those involved in sport, whether in a professional or voluntary capacity, are supported to pass on their skills and passion for sport to the people of Wales.

How Sport Wales is approaching work to achieve the Vision for Sport in Wales* is set out in a number of strategic documents: Elite Sport Strategy*, Coaching and Volunteering Strategy*, Child Poverty Strategy* and this Community Sport Strategy.

This Community Sport Strategy also seeks to respond to the Government's expectations of public sector organisations on such areas as collaboration, delivery and child poverty.

A key recommendation of the Simpson Review[2] - a Compact, drawn up between Welsh Government and local government, provides a foundation for service reform and change at local levels. This presents both opportunities and challenges for the development of thriving sporting communities. Clearly, genuine, sustainable collaboration between local authorities will now be required to ensure consistency of service quality, and to minimise instances of fragmented delivery, duplication of effort and inefficiencies.

This is a real opportunity to make our sporting infrastructure more effective. We should not restrict thinking to simply local authority collaboration but also embrace the work of the voluntary sector.

The Compact intensifies the call on local authorities to think and act differently; to commit more explicitly to the notion that they have a duty to provide quality services to their communities. We see the provision of engaging sporting opportunities as fundamental here.

At the time of writing this Community Strategy, Sport Wales is consulting on its proposed Child Poverty Strategy: communicating a series of commitments it is making to tackle child poverty (summarised in sections 5 and 6) and a Single Equality Plan. The wider sporting sector will have a major role to play in helping Sport Wales achieve its aspirations in this area.

The Strategy also sets out a commitment to target investment into areas of high deprivation; aligning itself with the Government's Community First Programme.

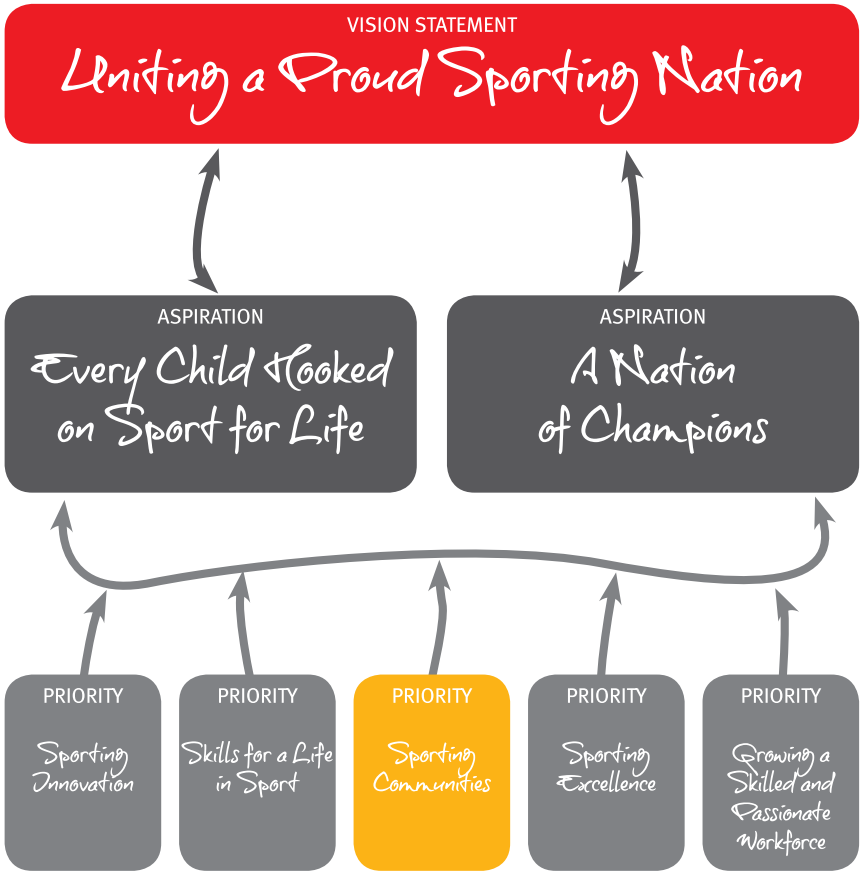


Diagram 1

*to view the strategy click on the document title

2 Review of Local Authority Service Delivery, commissioned by Local Government Minister, Carl Sargeant (March2011)

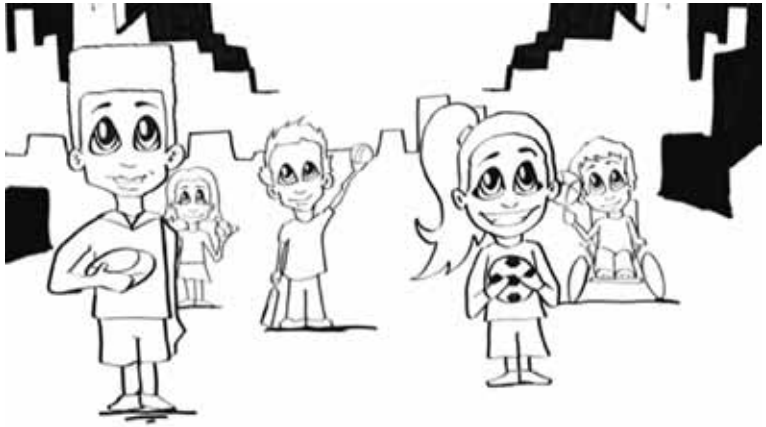
sector vision + priorities

the vision for community sport

We want to see a sense of urgency by our staff and partners around creating thriving, sustainable sporting communities, where the participant is at the heart of our decisions and actions for growing sports participation.

Our work has to be focused on front-line delivery; delivery that is clearly aligned to creating the best environment, the best opportunities, rooted in quality, for anyone to take part.

Whilst acknowledging some innovative and ambitious delivery exists in parts, this will require a radical rethink at the most local level, right through to national delivery.



There is considerable consensus around what defines a sporting community, and what it means:

- **participants at the heart** of our decisions and actions for growing sports participation;
- a child and adult having the **right to access** opportunities, and providers **fulfilling their duty**;
- **importance of first time experiences**;
- **teachers** who are appropriately **qualified, developed and confident**;
- **schools** which **embrace sport's power** to positively improve a pupil's wellbeing, ability to learn, grow and develop as young adults;
- a strong continuation of **fun sporting opportunities beyond the primary school**; maintaining young people's participation at a crucial age, and **based on effective collaboration**;
- a plethora of **opportunities in a variety of settings** for children, young people and adults;
- **modernised offers**, such as **short, sharp variations of sports**; responding to growing time pressures and lifestyle choices of the Welsh population;
- a **broad range of quality providers, collaborating effectively** to maximise investments for sports participation and minimise wasteful duplication;
- a **confident embrace of technology, marketing and PR approaches** as a means of attracting participants and recruiting the workforce;
- a **diverse, passionate and skilled workforce**; paid and voluntary, to encourage, inspire and support participants;
- **talent identification** in a variety of community settings.

Whilst acknowledging some innovative and ambitious delivery exists in parts, this will require a more radical approach at the most local level, right through to national delivery.

key priorities for community sport

In the pursuit of creating thriving sporting communities, deliverers will need to focus on the following 5 key priority areas:

Thriving Clubs
Creating opportunities through good business approaches

Local Decisions
Creating opportunities by meeting local demand

Quality Education
Creating opportunities by developing skills, enjoyment and confidence

Committed Workforce
Creating opportunities by attracting and investing in the right people, in the right places

Appropriate Facilities
Creating opportunities through providing inspirational environments and programming

Underpinning these priorities are principles & values:

- Commitment to sustainable, long-term planning;
- Evidence-based approach & showcasing;
- Equality.

Each priority is supported by evidence. Please visit www.sportwales.org.uk/evidencebase for details

Priority	What actions do we expect?	What will success look like?
Thriving clubs	★ Supporting clubs to broaden their membership base and sporting offer ★ Encouraging clubs to amalgamate where appropriate ★ Where appropriate, encouraging multiple teams ideally with adult and junior sections ★ Sports coming together to support the development of multi-sport clubs; ★ Prioritising the recruitment, retention and support of volunteers; ★ Creating an environment that welcomes a diverse membership; ★ Encouraging and embracing technology as a means of recruiting and retaining membership; ★ NGBs and LAs jointly supporting club growth	★ Increase in the number of multi-sport clubs ★ Increase in the number of junior sections ★ Increase in the number of recreational and informal leagues ★ Increase in the number of participants living in poverty and from amongst hard to reach groups ★ Leisure facilities increasing the number of local clubs they support and use their facilities

3 Disabled people, Lesbian, Gay, Bisexual, Transgender(LGBT), Black Minority Ethnic (BME) groups

Priority	What actions do we expect?	What will success look like?
Local decisions	★ Prioritising work to identify what the community needs; basing decision-making on evidence and demand ★ More sports decentralising their structures; focusing on the development of a sport at a local level ★ Seeking the views of a diverse range of people so as to create and provide an offer capable of appealing to girls, women, people living in poverty and hard to reach groups	★ Strong regional and area sport structures ★ Local people, including young people, involved in decision-making – formally and informally ★ Local sport offer reflecting local demand

Priority	What actions do we expect?	What will success look like?
Quality education	★ Developing children's skills through a multi-skills approach, for a life in sport ★ Working closely with the education sector to ensure head teachers and governors value the importance of PE ★ Promoting the power of sport and its impact on the pupil: improved academic performance, determination, resilience, focus, concentration, commitment, team work, independent learner, self-confidence, leadership skills and employability ★ Pupils having a say in how sport is structured and delivered in their schools ★ Providing fun and enjoyable PE to all pupils so as to inspire enthusiasm and motivation to take part in, and beyond the school environment ★ Stepping up engagement with the FE & HE sector to boost sport's workforce and student opportunities ★ Enable young, talented pupils to reach their full potential by signposting them to appropriate opportunities and avenues for further support ★ Schools to prioritise clear communication and promotion on links with local clubs and leisure centres	★ Highly motivated and skilled children ★ Delivery of 2 hours of high quality PE to every young person each week ★ A broad range of opportunities at school to enable young people to take part in 3 hours of school and/or community Sport ★ Physical literacy awarded the same status as literacy and numeracy ★ Development of competencies to measure the quality of PE offered ★ More schools opening up their facilities after hours to allow for greater community usage - by clubs and the general public ★ Increase in the number of school, FE and HE links in the delivery of sport ★ Every teacher trained to deliver high quality PE

Priority	What actions do we expect?	What will success look like?
Committed workforce	★ Developing the skills of existing sports leaders and those who have the passion, capability and potential to be hugely influential in current and future roles in Sport Wales Reflecting society within our leadership ★ a positive drive to develop women, disabled and BME individuals in sport, in order that the mix of future leaders is richer and more responsive to the needs and lifestyles of participants ★ Coaches delivering child-centred opportunities ★ Developing leadership opportunities within all sports clubs throughout Wales ★ Supporting the development of sports administration at regional, local and club level ★ Strengthening the sector's approach to succession planning and continuing professional development	★ Doubling the number of coaches and volunteers ★ Skilled and passionate workforce ★ Greater diversity on boards, committees and in leadership positions ★ All Leisure Centre staff accessing training to deliver sports development programmes ★ Developing workforce plans to define what is required, where people are to be sought and how they are to be developed and deployed ★ Embedding a culture of performance management, where people are challenged and supported to raise their game

Priority	What actions do we expect?	What will success look like?
Appropriate facilities	★ Driven by the needs of sport at regional and local levels, with the collaboration agenda at its heart ★ Long term planning, covering indoor and outdoor facilities and considering sustainable transport solutions ★ LAs and sports working together to maximise facility usage ★ Partners taking a proactive role in encouraging early dialogue between potential partners as new facilities are being considered; ensuring the provision is based on community need ★ Questioning current use of school facilities: exploring whether they could be better facilitated, planned and programmed ★ Maximising opportunities for communities to take ownership of local sports facilities ★ Sport Wales playing a role as a central information point on new developments; helping ensure that relevant organisations are aware of potential facility developments	★ Every leisure centre and school sport facility linking with local clubs to maximise usage and support their development ★ Programming that caters for the needs of hard to reach groups ★ Genuine collaboration - between LA departments – together with relevant NGBs or area associations, private enterprises and key voluntary groups

Table 1

supporting tools

tools to help grow community sport

Sport Wales has a number of tools already in place, and newly introduced, to help people think differently and challenge the existing focus, plan with ambition and clarity, and measure appropriately. Sport Wales is committed to making big improvements to the way it disseminates data; improvements that will allow partners to easily understand the learnings and insights, and apply these to their work.

Sport Wales' resources should be used in conjunction with partner-owned data so that a sound knowledge of the sport or the local sporting landscape can be built. The following tools are intended to supplement other intelligence that may exist.

These include:

The Pathway Tool
Segmentation
Population Surveys
Promotion

The pathway tool

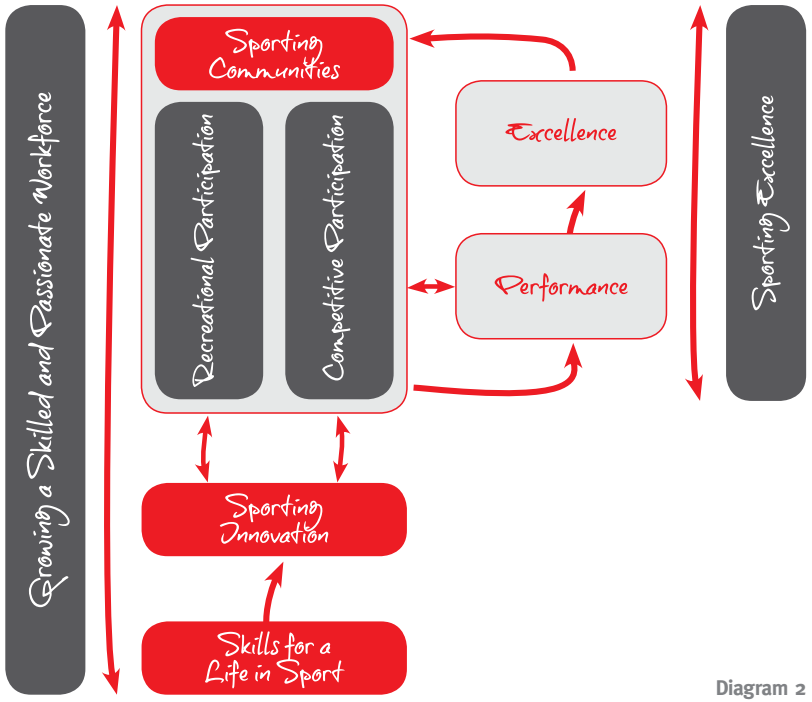


Diagram 2

The Vision for Sport in Wales outlined a Pathway Tool (see previous page). This is now being used by Sport Wales as a sports development tool, supported by Readiness Factors (see page 32) as it seeks to advise, guide and challenge partners on such areas as participation levels and patterns, demand Vs supply, workforce matters and facilities, as well as plans to grow specific sports, encourage greater levels of participation and/or further develop athlete and team talent.

In short, it's a tool to help gauge where we're at, where there are gaps, and which aspects of the Pathway require particular focus.

The Pathway Tool helps:

- offer a clear breakdown of each element that needs to be addressed;
- allows us to map existing provision;
- allows us to identify gaps and drive conversations around possible solutions;
- facilitates effective planning based on evidence;
- helps encourage reviews or reconsideration of where resources have historically been allocated;
- helps inform 'intelligent investments', i.e. allocate resources to areas where there is a likely high return or big impact.

Sport Wales is committed to using the tool, to:

- identify gaps and drive conversations around ways to plug the gaps;
- target resources;
- increase levels of participation in sport;
- attract and retain volunteers and paid staff in sport;
- improve athlete and team performances and success;
- identify and work with partners who share our ambition and can make the biggest difference;
- underpin decisions with data and insights (evidence)
- effectively support partners to focus on appropriate elements of the pathway

It will increasingly become a core tool for Sport Wales staff, and we will see widespread usage across the sporting sector.

The Tool will help assess where a sport, a local authority or a local club may be in terms of its offer. Some will be able to evidence that an unbroken and full pathway is in place. Some will be able to evidence a strong offer within one or more pathway element, and that additional resourcing should be focused on these areas alone. Some will identify weaknesses within what may be deemed as crucially important elements for that sport, authority or club, for example, the provision of competitive opportunities.

Using the Tool to Conduct a Broad Assessment:

Those responsible for planning and/or delivering sport can use the Key Questions to help gauge the current picture; be it by sport, authority club or other venture. Some questions will be more relevant than others, but all 9 factors will be significant for each partner to consider:

Readiness Factors: Key Questions

1 Demand	Is there a proven drop off in participation between the school and community? Are there waiting lists? What growth has already been seen? What does research tell us in terms of likely demand?
2 Intelligent Ambition	Is the organisation clear about its desired growth? Is the ambition based on evidence and information? Is it backed up with clear plans for how growth can be achieved?
3 Infrastructure	Are there sufficient facilities, competitions and leagues to accommodate planned growth? If not, how easily might these be realised? Are there plans in place to develop this?
4 People Capacity	Are there sufficient people (administrators, officials, coaches, clubs personnel, etc) involved to meet the increased demand? If not, are there plans in place to create them and people capable of delivering these plans? Are people clear about their respective roles and responsibilities?
5 Partnership Working	Is there evidence of other partners being willing to support proposed action? Is each partner clear about their respective roles? Have all possible partnerships been explored?
6 Local & National Need	Can the organisation deliver on participation, performance and excellence-level outcomes? Is there a match between these?
7 Innovation	Has the sport considered how it needs to adapt its format, rules, venues and infrastructure to encourage play by more people?
8 Participant buy-in	Is the ambition supported by participants? What consultation or other forms of involvement has taken place?
9 Hard to reach groups	What work is underway or planned to encourage involvement from these groups?

Table 2

Using the Tool Segments to Scrutinize Further:

To aid people's thinking, we have set out some key questions under some segments of the pathway. These are intended to help Sport Wales staff and partners better understand the current situation, identify weak spots or gaps, and inform good, strategic planning.

Basic Skills

Questions to consider:

1 Opportunities	Are there sufficient opportunities for children to experience a wide variety of sports, particularly before secondary school? What about opportunities through the medium of Welsh?
2 Variety	Are children encouraged to play in a variety of positions and take on different roles?
3 Multisport & Multi Skills Environment	Do you work with others to provide multisport environments for children? Multisport & Multi Skills Environment Are you creating opportunities for children and young people to learn multi skills?
4 Collaboration	Do other community providers (private enterprises, public sector and voluntary organizations) work collaboratively to ensure a good level and quality of opportunities for children and young people?
5 Physical Literacy	Is physical literacy treated with the same level of importance as numeracy and literacy? Is the assessment of attainment levels in PE at the end of KS2 compulsory, just as it is for Maths and English?
6 Teacher CPD	How much priority is given to the on-going professional development of teachers in PE?

Table 3

Participation

Questions to consider:

1 Duration of Play	Can shorter version of the game be considered?
2 Travel Distance	Is there a way to make play available more locally?
3 Regularity/ Frequency of Attendance	Can teams/league structure be adapted so that the level of commitment required is lower?
4 Family Commitments	Can sport be offered so that the whole family can play?
5 Adapted Games	Can sport be modified to be more attractive to more people? This could be about the physical demands of the game (e.g. how rough and high contact it is) or the level of technical skill required. Are we seeking out new members to play games like these especially from new sections of the population e.g. women returning to a sport, encouraging adults from a GP referral, tackling 'types' or groups who drop out once they have left school. Are we growing the 'family' of our sport / community?
6 Improved Competitive Structures and Recreational offer	Do the structures allow people of similar standards to play together? Is there clear progression from local competition to higher standards of competition? What provisions are there for more informal, recreational activity?

Table 4

Workforce

Questions to consider:

1 Recruit	How do you currently recruit coaches and/or volunteers? Is it a proactive, formal process? Have we really thought through how many coaches and volunteers we need (on top of the normal 'churn' and natural wastage of retiring coaches) to newly train in order to accommodate the aspirational growth aims for our sport or community? Are our people of a sufficient standard? At each stage of the pathway? What plans are in place to diversify the workforce?
2 Develop	Are the courses offered user friendly to apply for? Once on the course are they flexible to accommodate our busy lives? Do we actually ask for feedback on this? Are we encouraging teenagers to take a basic leadership course and build this volunteering into their Duke of Edinburgh, Welsh Baccalaureate etc? Do you utilize young leaders to extend opportunities in your club? How do you support their development? Do you have coaches who understand the needs of a younger audience (e.g.4-7 year olds)?
3 Deploy	Do we follow up newly qualified coaches and ensure they are deployed and confident about using their new qualification?
4 Retain	Do we follow up existing coaches with some sort of support, package of help, CPD options, so that more are likely to be retained? How do you recognise the contributions made by volunteers in your club? What support do you provide?

Table 5

Segmentation

Wales is heterogeneous in terms of its people and its places. It is important that we understand these differences both within and across communities in Wales. This is very much in line with our call for locally-defined sport.

Using insight, knowledge, and evidence will enable us to plan what we want our sporting landscape to look like. To help with this, Sport Wales has developed two segmentation tools – people segmentation and place segmentation.

Our people segmentation tool enables us to better understand the adult population in terms of their preferred sporting activities, likelihood to volunteer in sport, their barriers to participation, as well as their consumer behaviour and their preferred methods of communication. Complementing this, our place segmentation tool allows us to better understand the types of wards across Wales; wards that are distinguished by their different socio-demographic and sporting characteristics. Used together, these segmentation tools enable strategic and tactical decisions to be made about who to target, where to target, and how target so that we can develop flourishing sporting communities across Wales.

People segments

	Age band	% of population	Number of adults	Any participation excl. b/s/w (%)	Any sports club membership (%)
Rhys	18-25	3.3%	76,595	75.2	37.3
Gav	18-25	4.3%	99,786	67.6	30.5
Lisa	18-35	12.9%	302,082	39.8	13.3
Siân	18-45	8.2%	191,011	51.2	20.9
Mark	26-45	6.8%	158,294	61.2	25.9
Steve	26-45	10.1%	236,847	51.7	24.0
Huw	26-45	3.7%	86,313	52.4	25.8
Christine	36-55	12.1%	283,079	29.4	12.1
John & Ann	46-65	12.3%	288,214	33.9	16.9
Tona	46-65	9.7%	226,710	25.5	10.3
Bob & Betty	66+	8.2%	190,947	22.8	13.6
Dot	66+	8.7%	202,886	12.9	6.3

b/s/w: excludes billards/snooker/walking

Table 6

The tool has been used by partners to help:

- shape policy decisions (action planning, catchment area analysis, membership profiling and project evaluation);
- apply insight to geography;
- drive marketing approaches (who to target, what to offer, media channel to use, tone of messages).

Population Survey Data

Sport Wales has undertaken large-scale surveys of the Welsh population's levels of sports participation for more than twenty years.

Data from our Active Adults and School Sport Surveys provides the basis from which to strategically monitor and track trends in sport in Wales, as well as inform policy, planning, and practice. The data also acts as a tool to effectively manage performance, and, through further research, enables us to develop our qualitative understanding of (non) participation in sport in Wales.

Please visit our website to access our research findings www.sportwales.org.uk

Promotion

Effective communication of opportunities is crucial for the growth of community sport.

Sport Wales has a number of templates and toolkits for partners to utilise in promoting sport. These are reviewed continually to ensure they remain effective in the ever-changing world of media and marketing. Please visit our website for our current guidance: **www.sportwales.org.uk**

sport wales' commitments

supporting the delivery of the strategy

Sport Wales is here to help others deliver; be it through high challenge, advocacy of sport at the highest levels of Government, supporting thought processes and skills development, or sharing data and insights.

Whilst we have a vision for thriving sporting communities, and an informed understanding of the key ingredients, how we make that happen, at national, regional and local levels is very much down to partners.

Sport Wales is committing to taking a series of actions as it works towards achieving its vision for community sport:

Sport Wales' commitments

New Participation Targets	Children and young people of school age: **3 occasions per week, provided within extracurricular and wider community settings** Young Adults (16-24 year olds): **3 sport sessions per week** Adults: **3 sport sessions per week** Volunteering: **10% of the Welsh population (currently at 5%)**
Tackling Child Poverty	**Working with partners, both traditional and non-traditional, Sport Wales will ensure that sport plays its part in eradicating child poverty and that sport becomes a more intrinsic part of the Welsh Government's strategy to achieve this.** **Sport Wales will measure this by:** ★ increasing participation amongst children and young people living in poverty, contributing to our wider aspiration of all children and young people being hooked on sport for life ★ increasing volunteering amongst adults in lower social grades, contributing to Sport Wales' target of getting 10% of the adult population in Wales volunteering in sport by 2016 ★ positioning sport considered as a key partner in the effort to tackle poverty in Wales, with poverty and participation targets being shared across partners.

Tackling Child Poverty	**Specifically, Sport Wales will:** ★ develop and provide the evidence base to demonstrate what works and monitor progress ★ work with our partners to deliver on maximising sports contribution to tackling child poverty ★ provide training and support to our staff and the wider sector ★ maximise potential to deliver elite success ★ grow the sporting workforce
Effective use of the workforce	**Sport Wales will work with partners to ensure the current landscape is fit for purpose.** In today's climate, the need to be efficient and streamlining provision without compromising quality and opportunities is paramount. We need to ensure, as much as possible, that we have the right people, trained and continually developed, applying their energies to leverage great returns. A culture of performance management, where people are challenged and supported to up their game, needs to be embedded within the sector. The aim of performance management is to establish a high performance culture in which individuals and teams take responsibility for the continuous improvement of organisational performance against clearly defined goals and measures. A sense of duty should be further developed to emphasise the important role everyone has to play in sport. The performance of a volunteer, a coach, a sports development manager and officer should be adding value in every instance.
Making intelligent investments	**Sport Wales will invest in partners who can demonstrate clear ambitions, a hunger to expand, and a real commitment to evidence-based decision making.** In doing so, we will be proactively taking calculated risks to fund deliverers; rewarding innovation where it is clearly aligned with our vision for community sport. We want to see more private and voluntary entities playing a bigger role in Welsh sport. We will also showcase the projects or initiatives Sport Wales has funded, to highlight the kind of approaches and action it wants to see more prevalent across Wales. We will be targeting more investment towards hard to reach groups. Universal funding will be replaced by a more results-driven and outcome-focused approach to investing our money.
Working with those who are committed to strengthening local sport	**Sport Wales will support partners to set up localised structures that meet the needs of the local participant, and the development needs of sport.** Our vision of community sport sees an essential commitment by governing bodies and local authorities to this agenda. Sport Wales envisages a greater role being played by commercial and voluntary sector organisations, decentralisation of NGBs to support more regional and local delivery and LA-NGB collaboration not simply to deliver the lowest common denominator.
Identifying & developing talent within sport's workforce	**Sport Wales will review its current training and development programme.** Currently, it is offered on a programme basis (e.g. 5x60). The review will result in a more holistic programme, where people's skills and knowledge development will be consistent, and based on achieving one clear outcome: to embed strong, effective leadership across the sporting sector. We expect our partners to embrace the need for this approach, commit its workforce to benefit from this programme, and make proactive moves to plug the equality gap.
Strategically investing in the sporting infrastructure	**Sport Wales will invest in infrastructure based on evidence of actual or potential integrated partnership at the local or regional level. We will also advocate that we should be a statutory consultee for any indoor or outdoor facility development, not just playing fields.**
Showcasing	**Sport Wales will develop an online database to house examples of best practice for sharing with partners.** Sharing best practice has helped shape local delivery to some extent, but promoting that shared learning, and applying innovations or approaches used in one sport or area to another is not done systematically.
Scrutinising progress against key measures	**Sport Wales will use 6 key measures to assess the sector's progress over the coming years:** ★ children doing 3 occasions of sport in a week (extracurricular and within the wider community setting) ★ club membership; ★ 16-24 adult participation (3 occasions per week) ★ school key stage 3 attainment; ★ number of adults volunteering in Wales.
Prioritise Long Term Planning	Sport Wales' senior management will commit to undertaking a series of topical discussions based on issues predicted to be of significance to sport in Wales. It will share the work with partners at an annual sport conference.

Table 7

tackling child poverty and promoting equality through community sport

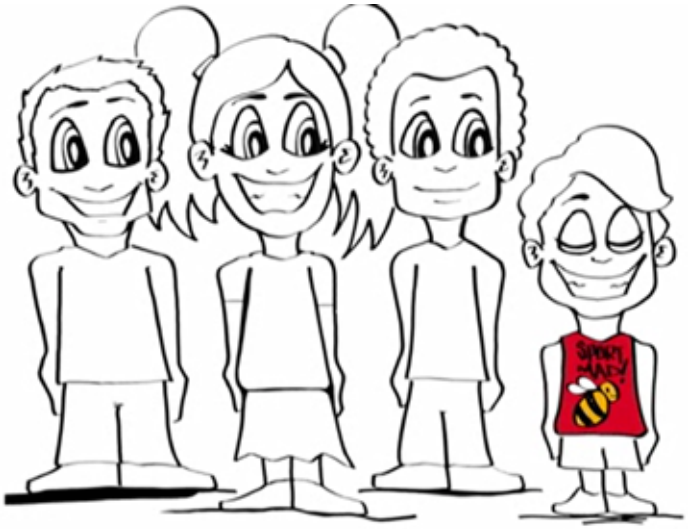
Our core business is ensuring that children, young people and adults are participating in sport and, where appropriate, have the support to excel.

We believe that all children and young people should be able to access and benefit from sport. We need to ensure that we are proactively working with our partners, both traditional, such as local authorities and governing bodies, and non-traditional in order to overcome or minimise barriers to participation among children and young people living in poverty.

Data from our surveys indicate that children, young people and adults living in more deprived areas are less likely to participate in sport, also with adults less likely to volunteer. We do not accept that these lower participation figures are inevitable and we are committed to continuing to work with our partners to ensure that sporting opportunities are actively encouraged as part of a broader life experience and that the participation gap between those living in poverty and those not is closed.

We firmly support the view that poverty should not only be viewed in purely economic terms, but that we should also address poverty of opportunity and poverty of aspiration. To this end we have produced a Child Poverty Strategy that complements this document and sets out what we, as Sport Wales, will do to play our part in eradicating child poverty in Wales.

This work will also complement our wider work on equality and ensuring that sport is an activity that can be enjoyed safely by all children, young people and adults in Wales. These areas will form themes within our discussions with partners about their plans and activities to develop sport.



Sport Wales child poverty and equality commitments

Developing and providing the evidence base	★ Ensure that the data we collect through our national surveys of adults, children and young people provide us with a robust statistical basis for evidencing participation levels in deprived communities. ★ Bring together research to explore the barriers to participation from deprived communities and what are the necessary conditions in order to increase participation from these communities, to aid our partners understanding of different approaches. ★ Prioritise the dissemination of best practice around increasing opportunities and participation in deprived communities as part of Sport Wales' wider role in producing an evidence base for developing sport.
Maximising the impact of sport on children and young people living in poverty	★ Work with our local authority and governing body partners to ensure that tackling child poverty is a core theme of our joint planning, reflecting any local child poverty plans already in place. ★ Identify and prioritise work with local partners, statutory, voluntary and private, that are working within deprived communities in order to maximize the benefits of sport on the lives of children, young people and families within those communities.
Provide training to and suport to our staff and the wider sector	★ Provide training initially to all sport facing Sport Wales Senior Officers working with partners on child poverty, the duty on Sport Wales and how we can challenge and support our partners to maximise sports contribution. This training can then be made available to partners as appropriate and necessary.
Maximise potential to deliver elite success	★ Work with our governing bodies to ensure that living in poverty is not a barrier to talent and developing that talent, including looking at location of talent academies and access to appropriate coaching and support.
Growing the sporting workforce	★ Work with partners to encourage them to develop volunteering strategies that look beyond traditional recruitment and towards new partnerships that can provide new skills to those living in deprived communities as well as improve future employment prospects.
Develop key equality objectives for a single equality plan	★ Develop and implement work to deliver equality of opportunity for the 9 protected characteristics defined in the Equality Act 2010: age; disability; gender reassignment; pregnancy & maternity; ethnicity; religion & belief; gender; sexual orientation; marriage & civil partnership.

Table 8

appendix

appendix 1

The strategy was compiled by Sport Wales on behalf of the nation's sports sector. All governing bodies of sport and each local authority were invited to comment on the draft strategy, along with key national agencies and forums, to include Young Ambassadors, the Urdd and Street Games. The strategy was also made available to the public for comment, via online and social media channels.

Contributions, through various stages of informal and formal consultation, were received from:

- Bridgend County Borough Council;
- Cricket Wales;
- Disability Sport Wales;
- Hockey Wales;
- Rhondda Cynon Taff;
- Welsh Athletics;
- Welsh Football Trust;
- Welsh Government Department for Housing, Regeneration and Heritage (Sport Policy Division);
- Welsh Government Department for Health, Social Services & Children (Lifestyle Change Branch);
- Welsh Gymnastics;
- Welsh Netball;
- Welsh Rugby Union;
- Welsh Sailing;
- Welsh Sports Association;
- Sported;
- Street Games;
- Swim Wales.

In addition, Sport Wales conducted and commissioned:

- a series of facilitated discussions; held nationally and regionally;
- a total of 16 focus groups;
- 8 one-to-one interviews.

The above sought the views of club coordinators, disabled individuals, educationalists, local authority representatives, volunteers, young ambassadors, and adults. The consultation gathered responses from those living in urban, metropolitan and rural areas across Wales[4].

4 Neath Port Talbot, Pembrokeshire, Rhondda Cynon Taff, Cardiff, Wrexham, Torfaen, Conwy, Denbighshire, Carmarthenshire, Newport, Merthyr Tydfil, Anglesey.