

# A Vision FOR SPORT IN WALES

sportwales  
chwaraeon cymru

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# 1. Foreword



**Sport in Wales is about to undergo an unprecedented shift in culture. This culture is characterised by a clear, compelling vision capable of inspiring the delivery of bigger, better outcomes for sport. In working towards a common vision, we will positively challenge and support one another on how we get there.**

Sport Wales and the wider sport sector have a vision for how sport can better deliver on the Welsh Assembly Government's sport and physical activity agenda; inspiring, developing and delivering positive experiences for all.

It isn't necessarily new. We're still focused on getting more people, more active, more often, and on Wales securing enviable sporting success on the world stage. But it's noticeably different - ambitious in scope, bold in its outcomes and highly challenging for all of us working in sport. It requires all of us to commit to becoming high performing organisations.

From the teaching of PE to the provision of competitive sporting opportunities in the community; from attracting and equipping a growing volunteer base to training and retaining high quality coaches in all sports; from challenging each deliverer to raise the bar, to inspiring multi-partner planning, the vision is far-reaching.

The work to unite people, to boost levels of pride and create a genuinely sporting nation, where communities are vibrant and alive with activity, is no mean feat. We, the sector, want a renewed collective desire to get Wales active, achieve the best for its people and foster even greater levels of national pride.

We want to see sport becoming an intrinsically central aspect of everyone's lives in Wales. This generational step change begins with the young. We want to listen to young people, give them a voice and encourage them to inspire their peers to become hooked on sport for life. We want to see children building a broad portfolio of skills from an early age; continuing their participation through to adulthood, and ensuring sustained participation in sport. At Sport Wales, work with children and young people will be prioritised, while also driving work to expand what is on offer for adults.

We see the benefits of sport in the widest sense, not solely impacting on improving the physical health of the nation, but also in bringing communities together, building confidence in young and old, providing new skills and training and attracting investment into Wales. Sport Wales will boost its effort to champion the positive impact of sport on all aspects of Welsh life, and encourage partners to articulate the benefits of sport for all.

*C. McAllister*

**Professor Laura McAllister**

Chair, Sport Wales





## 2. Executive Summary



The sector's vision is to **UNITE A PROUD SPORTING NATION**, where **EVERY CHILD** is **HOOKED ON SPORT FOR LIFE** and **Wales** is a **NATION OF CHAMPIONS**. This vision is supported by clearly defined priorities.

These are:

### 1. SPORTING INNOVATION:

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

### 2. 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.

### 3. SPORTING COMMUNITIES:

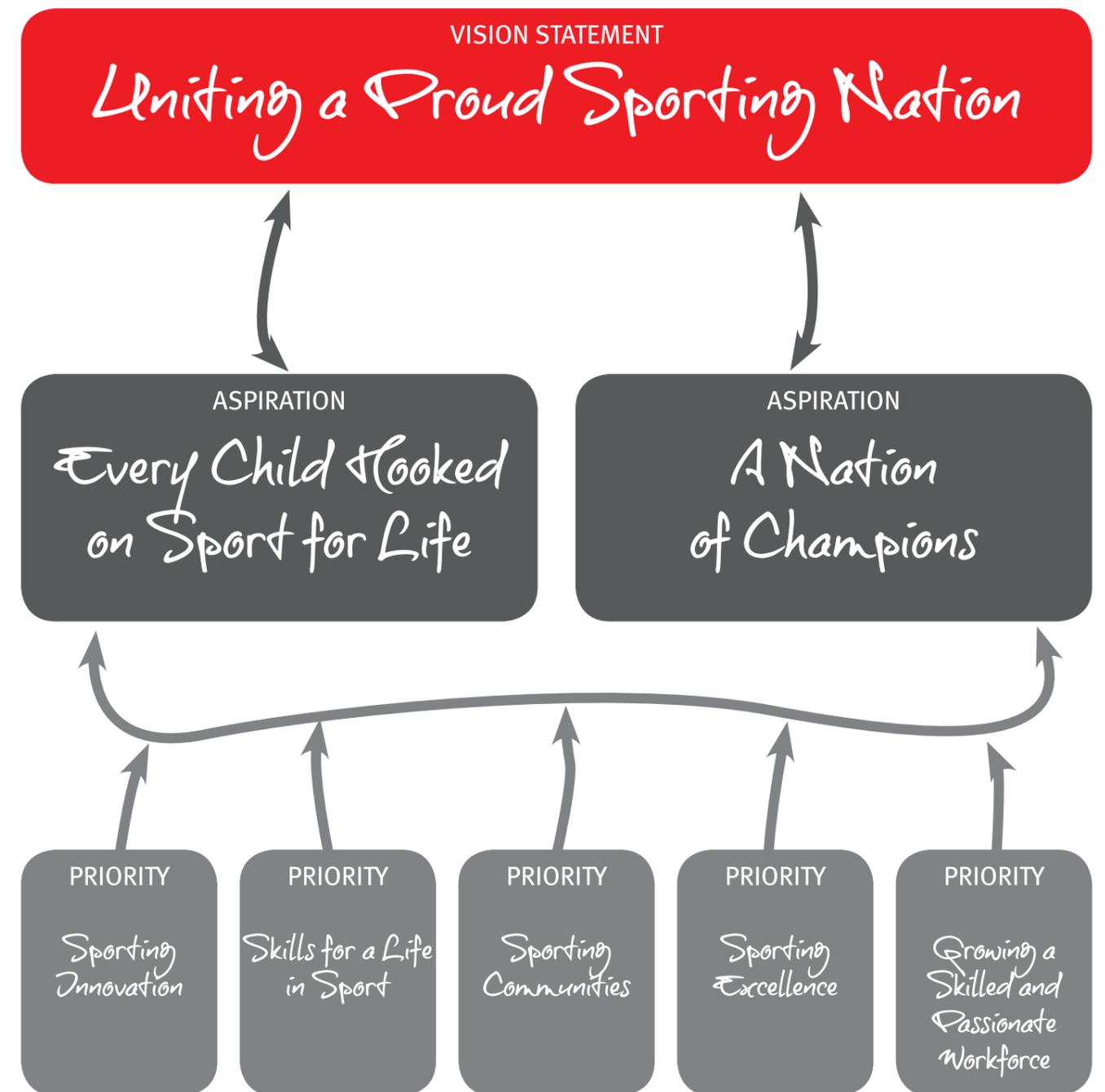
We have communities with sport at the heart of them, offering joined up opportunities for every child and young person to undertake at least five hours of safe, high quality sport every week and sustaining their engagement throughout their adult life.

### 4. SPORTING EXCELLENCE:

We are a nation that excels in nurturing sporting talent and delivers ongoing success on the international stage.

### 5. 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.



UNASHAMEDLY BOLD, THIS VISION  
WILL HELP SPUR OUR MOTIVATION  
AND COMMITMENT TO DELIVERING  
THE VERY BEST FOR WELSH SPORT.

IT'S NOT ABOUT FOLLOWING A NEW  
PROCESS, BUT ABOUT ADOPTING  
A NEW MENTAL ATTITUDE AND  
WORKING DIFFERENTLY.

IT'S NOT WHAT WE DO THAT NEEDS TO  
BE DIFFERENT, BUT HOW WE DO IT.

Sport Wales is already developing a fresh, new approach to the way it will deliver on the vision. And this approach represents big shifts:

1. It will be **applying its culture of 'high challenge, high support' to its work with partners**; moving beyond traditional liaison activity, to a relationship where we will facilitate partners to set 'unreasonable ambitions'.
2. It will proactively **work with those sports that can make the biggest difference**; geared towards a step change from providing opportunities to not the 100s, but the 1000s, and **align its investments accordingly** - based on evidence and on achieving big outcomes - to ensure it maximise its impact.
3. It, and the sector, will take a more innovative approach to delivery. This will involve placing **greater emphasis on the need to work with those that can deliver most effectively**, from the wider public, private and voluntary sectors.
4. It will **focus on enabling a significant step change in the scale of community based activity** so that anyone can take part in a range of sports locally.
5. It will **build on its renewed commitment to growing the volunteer base** through proactively addressing challenges of volunteer recruitment, training, deployment and retention.

The wider sport sector too is on the path to reviewing its approach to delivery; one that represents a growing commitment to being high performing and recognising the importance of collaborating with others. This new culture is about:

- Setting **unreasonable ambitions**
- Developing strategies, informed by **performance insights**, to deliver the vision
- **Distributed leadership**, where there are clear roles and responsibilities set out for all involved in delivering the vision, and people are encouraged to be accountable for their work
- Providing **high quality feedback** to enable us to continually improve
- **Working as one.**



# 3. Introduction



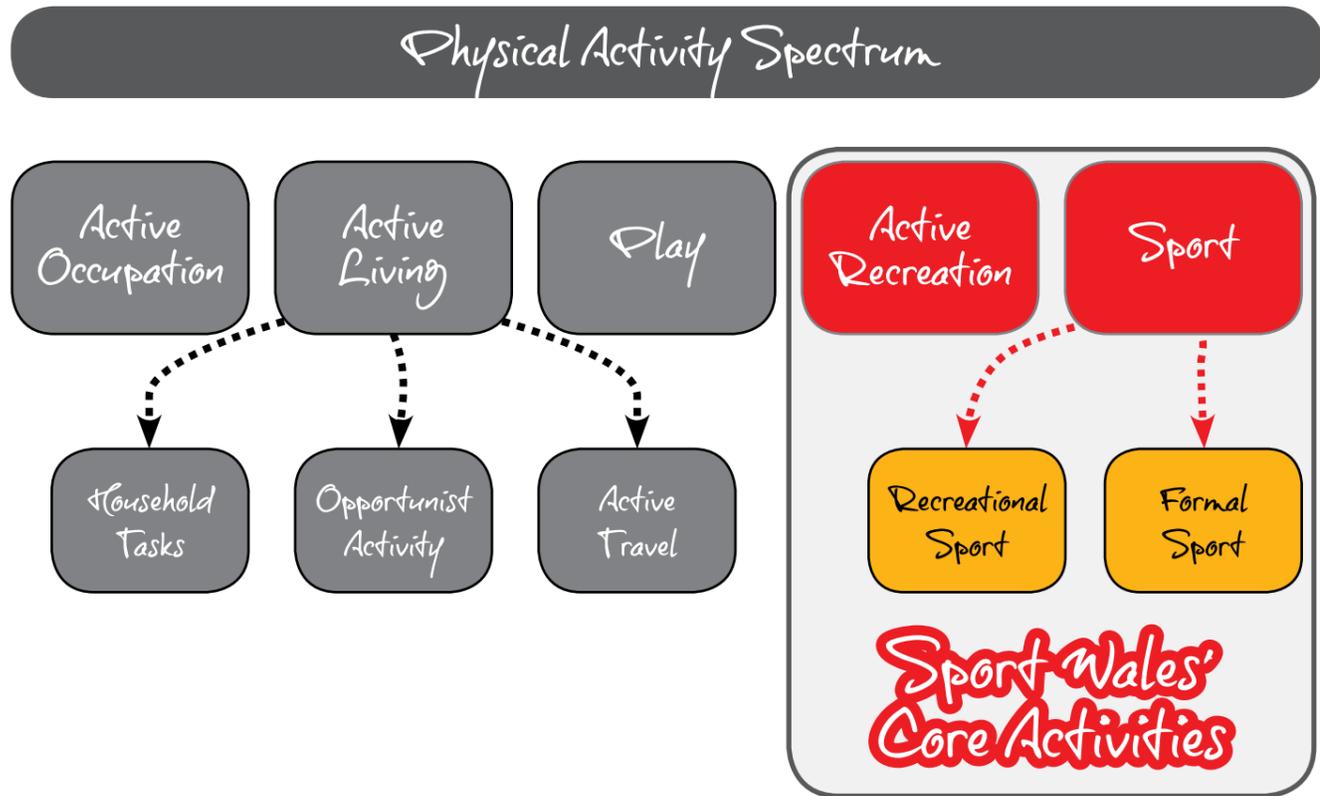
The sport sector believes there is a need for a step change in the way sporting opportunities are planned, developed and promoted, and shares the Welsh Assembly Government’s vision for Wales articulated in both Climbing Higher (2005) and Creating an Active Wales (2009):

*“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.”*

In line with this, we, the sector, have developed a complementary vision focussing solely on sport’s role in delivering on the Assembly Government’s wider physical activity agenda.

This vision positions ‘sport’ in its widest sense; taking the Council of Europe’s Sports Charter definition of sport:

**“...All forms of physical activity which, through casual or organised participation, aim to expressing or improving physical fitness and well being, formal social relationships, or obtaining results in competition at all levels.”**



Supporting and making the links between existing Assembly Government and Sport Wales strategies, this vision provides a pathway to a nation with sport at its heart, bringing enjoyment and fulfilment for individuals, a sense of unity and vibrancy for communities and pride and reputation for Wales as a sporting nation.

The work in developing the vision has been a year in the making. Sport Wales developed ideas internally, and shared these with its partners to help build something coherent that the entire sector can unite behind, and collectively work towards.

In May 2010, Sport Wales started a conversation with its partners at its first National Stakeholders Conference, outlining its proposed vision for sport, its aspirations for engaging children and retaining their interest and participation right through to adulthood, and its ambitions for boosting Wales’ performance in elite sport. It encouraged delegates to think differently, raise their game and sign up to the notion that a radical shift in the way we deliver is a necessity.

Partners responded well to this vision and challenge. Since the conference, a formal period of partner consultation generated an overwhelmingly positive support for a new vision for sport. This document articulates:

- A sector 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
- A brief synopsis of today’s sporting landscape
- Sport’s impact and contribution to people’s lives, communities and our national identity
- How we will achieve a step change in planning and delivery
- Priorities for sport in Wales



# 4. What we know



Over recent years, we have achieved much.

Children's<sup>1</sup> sports club participation has increased over the last decade:

**rising from 72% in 2000 to 80% in 2009.**

Most notably, are the increases we have seen among girls' participation within the club environment:

**from 67% to 78% over the same period.**

Young people's<sup>2</sup> participation in extra-curricular sport has also increased:

**from 72% in 2001 to 77% in 2009.**

Again, we have seen bigger increases in participation among girls:

**rising from 69% to 76%<sup>3</sup>.**

Increases in children and young people's involvement in sport, and particularly girls' participation in sport, is testament to the targeted approach that we have taken, through programmes such as *Dragon Sport*, *Girls First*, and *5x60*, to encourage young people to become more active.

This has been a significant achievement in a relatively short period; our ambition is to improve on this.

**We know that:**

- There is a gender gap in terms of the frequency of girls' and boys' participation in sport
- There is a drop-off in young people's participation with age
- Fewer young people participate beyond the age of 15
- The drop-off in participation is more acutely felt by girls.

In terms of the adult population, we know that:

- Participation in sport has remained static over the last ten years.
- Membership of a sports club is the same as it was in 1998.
- There are geographical differences in participation in sport across Wales.
- More men take part in sport than women.
- Participation in sport decreases with age.
- The drop in participation among young people continues into adulthood, such that there is a significant drop in participation between the 15-24 and 25-34 age bands.
- Motivations for taking part in sport change with age; health reasons become increasingly important the older you get.
- Lower socio-economic groups participate less in sport and are less likely to be a sports club member than higher socio-economic groups.
- The provision of activities is not always conducive to people from a particular cultural or religious background.
- Participation in leisure and fitness clubs is broadly the same for men and women.
- Participation in pure sports clubs is male-dominated<sup>4</sup>.

<sup>1</sup>: Children: 7-11 years old.

<sup>2</sup>: Young People: 11-16 years old.

<sup>3</sup>: Sport Wales, Active Young People Survey 2009.

<sup>4</sup>: Sport Wales, Active Adults Survey 2008-09.



# 5. Sport's Impact



## SPORT SHAPING WALES' CULTURE, IDENTITY & INTERNATIONAL PROFILE

We see sport as more than just a *part* of Wales' cultural fabric. Sport *defines* us as a nation.

Few other cultural forms are as well equipped as sport to express and celebrate our national identity. Sport's emotions, national colours, emblems, songs and contests all make it the perfect vehicle for uniting the whole nation behind a common goal. That sense of passion; the excitement is unmatched.

## EVIDENCE INFORMING POLICY & PRACTICE

In sport, we have a wealth of data at our fingertips. What we need to do, is make better use of this data to help us identify what the sporting landscape looks like at whatever geographical scale we're operating; for example, who is or isn't participating in sport, and what does the provision of sport look like? We should be utilising this data to challenge and shape our policy and practice; it will help us make more informed decisions about what we do to unite a proud sporting nation, and demonstrate that we're making efficient and effective use of public money.

## SPORT'S BENEFITS

Whilst this vision focuses on the improvement and development of Welsh sport, it recognises sport's ability to positively influence an array of personal, community and nationwide developments. Whether it's encouraging and embedding healthy lifestyles, providing a boost to the national and local economy through hosting events, or re-engaging young people who have become detached from school and providing people with skills for life through participation or coaching sport. Those of us who work in sport see these positive influences on a daily basis and can identify people and communities that sport has helped to unite and prosper.

We want this vision to help to make the case for sport and the many different ways in which it touches people's lives directly and indirectly.

Sport's wide reaching benefits include:

### HEALTH & WELLBEING

Both the physical and mental health benefits of taking part in regular exercise is proven to help reduce the risk of such things as heart disease, diabetes and tackle obesity. We also believe wholeheartedly in the concept of healthy body: healthy mind. Regular sporting activity has been proved to be effective in the primary and secondary prevention of several chronic diseases, including cardiovascular disease, diabetes, cancer, hypertension, obesity, depression and osteoporosis. The social nature of most sporting activities can help provide encouragement and support, ensuring the level of frequency and adherence to sporting activity required to obtain physical and psychological health benefits. Sport is particularly important in childhood and adolescence because a higher level of physical fitness is associated with a healthier cardiovascular profile and with a lower risk of developing cardiovascular disorders later in life.

### ECONOMIC DEVELOPMENT & TOURISM

Hosting high-profile championships, games or other major sporting events can bring about economic gain; be it in the resulting tourism spend or in local companies securing contracts to deliver products and services associated with staging the event itself. Sport is a significant contributor to the economy in terms of

value added. In 2004 sports related economic activity is estimated to have contributed £704 million of value added to the Welsh economy. Sport can contribute savings to the economy through a reduction in absenteeism and a reduced call on health resources.

### EDUCATIONAL ATTAINMENT, SKILLS & EMPLOYMENT

Sport can help to provide a context for acquiring life skills such as: the ability to perform under pressure; the ability to solve problems; the ability to set and achieve goals; and dedication and self-motivation. The salience of sports for many young people enables them to have indirect impacts on cognitive and emotional development, which may contribute to better academic performance. Sport provides employment, both directly and as a stepping stone. Latest figures show that sport provides 23,200 jobs in Wales, an increase of almost 20% on the previous survey. It can also provide participants with transferable skills, helping to enhance their employment prospects.

### SOCIAL & COMMUNITY COHESION

The potential of sport to enhance social capital is demonstrated by the fact that 23% of voluntary, community and not-for-profit organisations on the All Wales Database, are sports and recreation bodies: by far the largest group. Sports facilities can make an important contribution to the physical infrastructure of communities, providing a social focus for a community and positively affecting people's perception of their community.

### **'FEELGOOD' FACTOR**

Some of the greatest gains from involvement in activity relate to psychological health and increased feelings of well-being. Exercise can be effective in improving the mental well-being of the general public, largely through improved mood and physical self-perception.

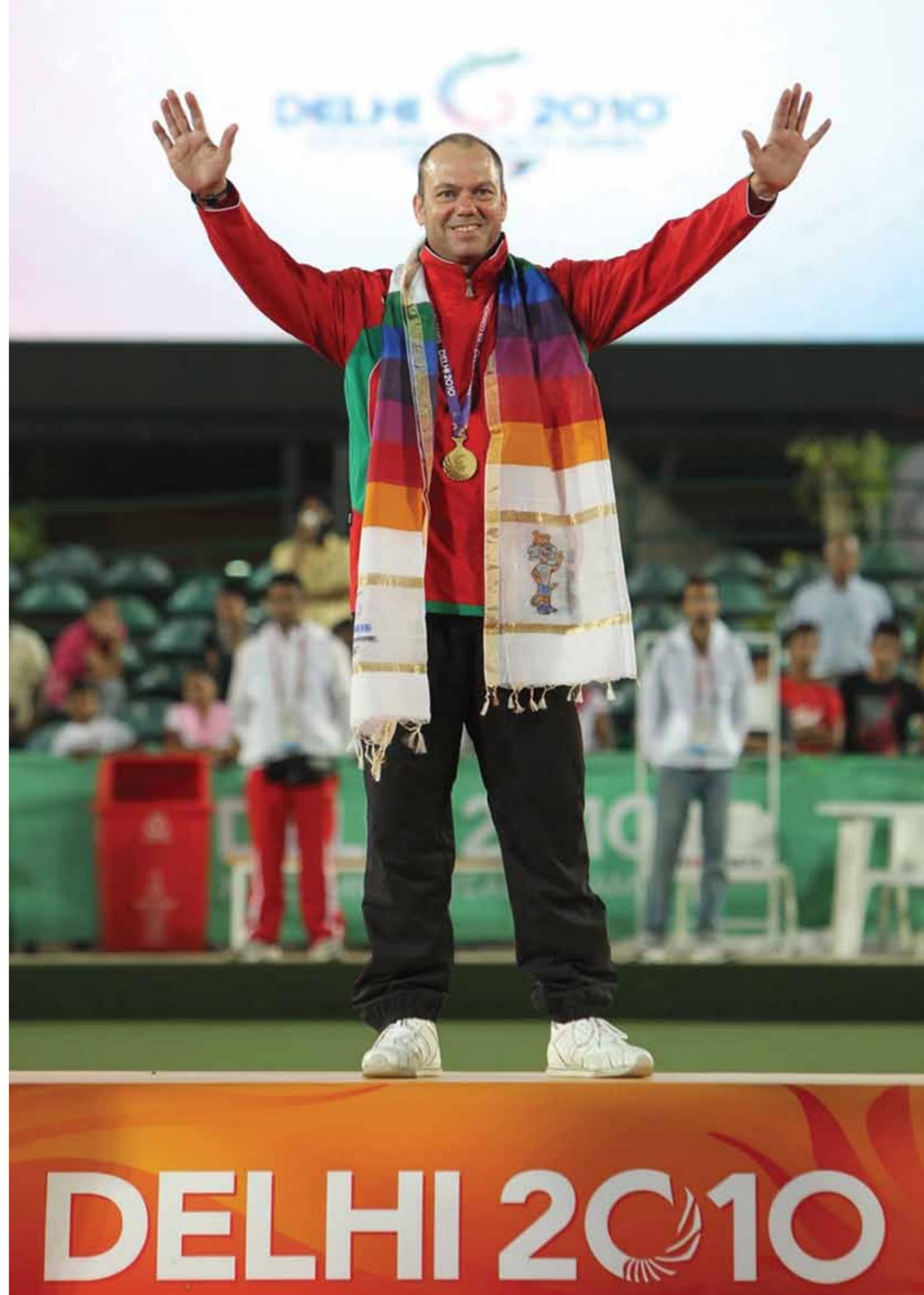
Sport provides enjoyment and enhances quality of life for the individual and the community. It helps to stimulate local, regional and national pride, for example the huge success of Welsh athletes at the Beijing Olympic and Paralympic Games which engendered a tremendous feelgood factor across Wales.

### **ENVIRONMENTAL**

Sport can have a positive effect on the natural environment, for example through the retention of open space for playing fields and the creation of wildlife habitats on golf courses. Sports projects can reclaim derelict land and improve the physical and visual amenity of deprived areas. The principle of sustainable development is central to all Sport Wales initiatives and funding schemes. Priority is given to ensuring that better use is made of under-used facilities, or upgrading of existing facilities, rather than building new ones.

### **IMPACT OF SPORT FOR ALL**

The powerful impact which sport can have on social exclusion factors is increasingly recognised. For adults, especially older people, sport can provide a source of social interaction, helping to prevent social isolation which can damage mental health and well being. There is evidence, not only that sport offers benefits that may have a special value to those women at risk of social exclusion, but also that women respond to appropriate provision.



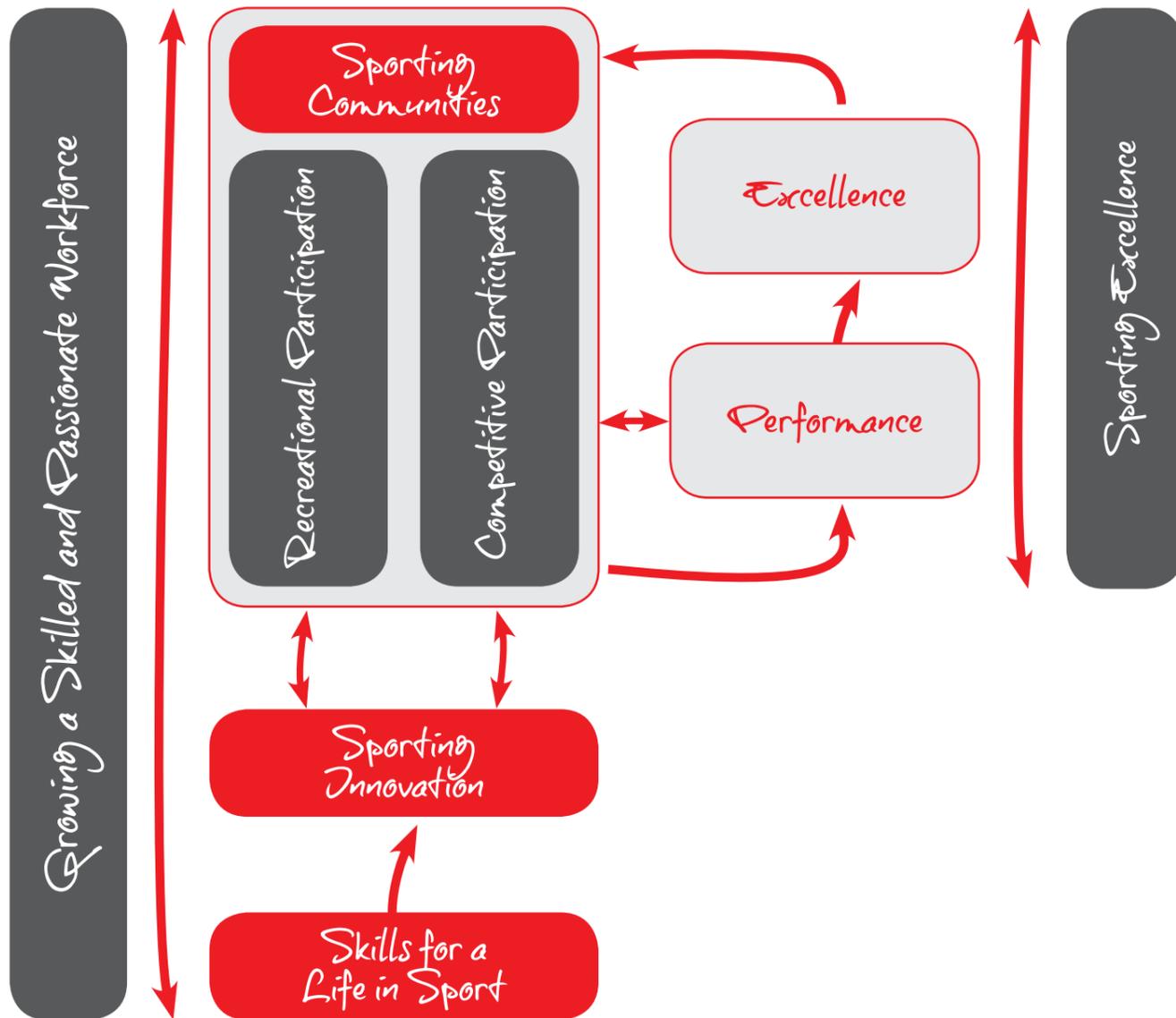
## 6. Priorities For Sport In Wales



The collective desire and passion to take sport in Wales to the next level stands us in good stead, but in the current economic climate, we have to work as innovatively as possible to maximise the impact of the Welsh pound and be as focused as possible in our investments, both financial and in terms of human resource.

The priorities below form the building blocks to deliver a Wales where sport is at the heart of every community, impacting positively on the lives of all. We can only achieve this by working together and constantly challenging ourselves to look at new ways of delivering sport.

For Sport Wales, it also means working across departments; aligning our work to deliver on specific themes, across the sporting pathway:



To help guide our efforts here, we, the sector, have identified the need to focus on 5 priority areas:

## SPORTING INNOVATION

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

- Partners collaborating to create a step change in participation and performance in sport in Wales
- Working together to identify barriers to improvement and challenging ourselves to think creatively and innovatively about the solutions
- Collectively developing a high performing culture within the sector
- Looking beyond traditional partners and devolving decision making
- Making the case for the impact of sport across a range of national and local agendas
- Signing up to a 'Team Wales' approach, where challenges, solutions and outcomes are jointly owned

There is a need for a step change to increase participation and improve performance in sport

in Wales. We recognise that different partners face different challenges, but there is a need to bring the sector together to develop joint solutions. We have to recognise future challenges and face them head on, working collectively to strengthen the sector and the voice of sport. In doing so, we need to challenge ourselves to think more creatively and innovatively about how we currently organise and deliver sport in Wales. Whilst there is some good practice that requires 'turbo charging' to deliver bigger outcomes, the sector also needs to actively seek out and embrace new ways of working if it is to genuinely engage and retain communities in sport.

As a sector we need to improve the links between partner agencies on a local and national level; not limiting our activity to those partners already engaged in the delivery of sport. We recognise that others, such as area associations and commercial entities, present major opportunities for helping us realise our joint goals. Working with others will help bring us closer to addressing key gaps and factors that continue to act as a barrier to people taking part.

Collectively we need to develop a new, high performing culture within the sector, where each organisation involved in the development, delivery and promotion

of sport, commits to setting a compelling vision. The way we think and work is fundamental here. Sport Wales will support this by acting more as enablers and advisors; adding value to the work of its partners by playing the role of a ‘critical friend’.

We want to devolve decision making; further building on the principle of ‘local solutions for local needs’. Sport Wales will be empowering its partners through providing them with knowledge and resources to deliver for our communities.

We want to see local community networks being developed which bring together school, club, recreational and leisure centre resources to grow participation; identifying who is best placed to deliver a step change in local provision, and being guided by the needs of our communities. The sector also needs to better use the insight, knowledge and evidence that we have to plan what we want our sporting landscape to look like on both a local and national level.

To achieve this change across the sector we will all have to examine the relationships we all have with each other both within and outside the sector. Ensuring that these relationships focus on delivering on increased participation and improved performance.

We want to embody a “Team Wales” approach to sport; everyone working together to respond to challenges, collectively developing solutions and sharing objectives and outcomes. Through developing a strong team culture, we can deliver for all our communities in Wales.

## 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.**

- **Focusing on the teaching of basic skills; setting children up for life**
- Physical literacy being awarded the same status as numeracy and literacy
- **Greater commitment by head teachers and schools to physical education and sport**
- School-owned, young people-driven activity
- **Developing sporting skills to inspire participation for life**

Throughout their schooling children and young people learn many skills that set them up for life. We want to see every child and young person in Wales empowered to be physically confident, with the basic skills from an early age. Providing them with these basic skills will allow them to choose from a wider range of sports throughout their lives.

To achieve this we believe that physical literacy needs to be given the same status in schools as literacy and numeracy, as outlined in Assembly Government policy. This would provide the recognition that encouraging physical development provides an important platform for encouraging sporting

activity throughout life. Whilst we have made some progress in raising the profile of Physical Education (PE) in schools, we need more teachers who are able, confident and enthusiastic about teaching PE. We want to see further commitment to teacher training, with the teaching of PE in schools using the power of sport to educate and inspire children and young people, particularly those who may be disengaging from school. More recognition needs to be given to the skills that taking part in sport provides children and young people, skills that are useful throughout their life. We want to see schools using sport as a way of not only promoting healthy lifestyles, but also building confidence, encouraging leadership and teamwork and building skills for life. The emphasis, however, needs to be on inspiring school-owned, school-driven activity, where the engagement and interest of young people is prioritised.

Education has a vital role to play and we want to see successful programmes where children are taught movement skills, speed, agility, strength, body flexibility and have the confidence to participate in sports and activities that will excite and engage them for life. This will have an impact both upon the pool from which we can identify raw talent and nurture it to sporting success and upon young peoples’ desire to continue their sporting participation into adulthood. As a nation we have to make sure that we are maximising what we have and developing children and young people who can excel in a variety of disciplines is key to sustained sporting success.

## 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.**

- **At least 5 hours of sporting activity per week for every child and young person**
- Diverse and engaging opportunities
- **Shift in focus from school-based activity to developing sustainable opportunities within the community**
- Joined-up provision across curriculum, extra-curricular and community environments
- **Greater focus on creating opportunities in volunteering and coaching**
- Retaining young people's participation
- **Growing club membership**
- Competitive and recreational opportunities
- **Strategic approach to planning and developing sporting facilities**
- Sport as a vehicle for building strong communities

We want to see children and young people being able to access and undertaking at least five hours of sporting activity every week, delivered not just in and around school but in communities as well. We want to create a Wales where taking part in sport is something that is a natural part of children and young people's lives, something that is undertaken almost without question. We believe that sport is already at the heart of many Welsh communities and we want to build on this through ensuring strong links are made between our schools, colleges, local leisure facilities and clubs.

Our aspiration is to help create vibrant environments where club membership continues to grow, and where there is a wide variety of sports, from competitive teams to recreational activities; all designed to inspire young people to become and remain active for life, with a balance between recreational sport and competitive sport to engage and challenge all. In order to achieve this goal all partners need to critically examine how they are working, ensuring that we are all identifying and responding to local need.

The programmes currently being delivered during and after school have demonstrated an upward trend in the number of children and young people involved in sporting activity. Our statistics show a marked drop off in young people's activity after they leave formal education. In order to tackle this and ensure that the work undertaken to engage children and young people through the education system leads to a lifetime engagement in sport, we need to make the link between school and community provision stronger.

Sport Wales recognises that its resources are currently balanced towards supporting school and extracurricular provision. It will shift this balance to focus more on encouraging greater links across sports provision within the community, with schools being a fundamental part of the mix. All partners need to embrace a shared responsibility for building and maintaining pathways between schools and communities.

Facilities play a crucial role in encouraging participation and supporting the development of excellence. We need a strategic approach to the planning and development of our sporting facilities in Wales. We must also ensure that we are maximising the natural environment that we have in Wales to develop opportunities for communities to take part in sport. Supporting the maximisation of facilities for mass participation and ensuring that we have facilities to enable our top performing sportspeople to train and excel. We see a Wales where our sporting facilities are the pride of our communities and our elite facilities are the pride of the nation. We know that there are going to be some tough decisions ahead. We must face these challenges and make brave decisions based on evidence and need. Alongside this we need to encourage much closer working between those planning and managing facilities and those involved in delivering sports development outcomes.

We will continue to strive to get adults more involved in sport, whether through active participation or through recruiting them as volunteers. There is a need to recognize the sporting journey that people take throughout their lives. The sport that first engages them at school may not be the sport they want to take part in for the rest of their lives. We have to understand the needs of communities, both children and adults, so that we can make opportunities accessible and inclusive where appropriate. Encouraging adults back into sport is a particular challenge, and will require us all to be more innovative in our approach.

We also want to see the continued development of a diverse range of opportunities to participate to ensure that everyone is able to get involved in sport regardless of age, gender, sexuality, ethnicity or disability. We want everybody who has an interest in sport to be able to participate and enjoy the benefits of sport. We have to focus on identifying and tackling any barriers to participation as a sector, looking at what works elsewhere and not being afraid to try something different.

## SPORTING EXCELLENCE

**We are a nation that excels in nurturing sporting talent and delivers ongoing success on the international stage.**

- **Developing unreasonable ambitions within sports; in line with other successful sporting nations**
- Working with sports that can best deliver sporting success
- **Supporting sports to improve and raise their game**
- Developing a robust and dynamic coaching environment
- **Building a club and competitive structure that can engage young people for life**
- Building on our Talent Identification systems
- **Investing in more and better coaches**

Considering our size Wales is a nation that very much punches above its weight in terms of sporting success; disability sport being a prime example. But we have to continue to ensure we are maximising our talent and resources. We want to build on our successes and put in place the framework to secure ongoing success. Standing still is not an option, as other nations seek to catch and surpass us. We want the success of today to inspire the success of tomorrow. Sport Wales will work with those sports that will provide the best opportunity for achieving its targets, regularly reviewing potential and supporting other sports to improve. We want to be viewed in the same bracket as Australia and New Zealand; nations world renowned for their commitment to sport and their drive for success.

Sport Wales will provide the environment and support the sports and their athletes need to succeed, ensuring that we have a robust and dynamic coaching environment. We want our governing bodies to be equally ambitious, and as such, Sport Wales will work to develop effective structures and governance in sport.

We need a club and competitive structure within our sports that makes the most of our aspiration to get every child hooked on sport for life. In order to make the most of talented young athletes we then need to further develop our talent identification systems to ensure that we are learning from best practice and supporting these athletes through the system, preparing them for future success. Having robust performance pathways in place to nurture talent to excel will be of key importance. Our clubs play a key role in developing the talent of the future.

We recognise the need for more and better coaches. We will work collectively towards prioritising this goal; encouraging more people to become involved in sport in Wales, through coaching and volunteering in order to ensure that we can create a range of opportunities for all.

## GROWING A SKILLED AND 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.**

- **Developing greater leadership within Sport Wales and the wider sports sector**
- Quality training opportunities for all working in sport
- **Effective recruitment, retention and deployment of volunteers and coaches**
- Appropriate training and support to help grow the volunteer base

In order to deliver on our vision we recognise the need to ensure we are recruiting and supporting our sporting workforce. Whether working in a professional or voluntary capacity, as a PE teacher, a coach or a volunteer who helps administer the local team, we want a Wales where people are supported to become involved in sport. We know from those involved in sport the significant benefits that come from working in sport, in a voluntary or professional capacity.

We want to ensure that those involved in sport in a professional capacity have access to support and a career pathway that helps them to excel. Whether it's empowering teachers to have the confidence to deliver PE sessions, or providing coaches with the support they need to access their next qualification, we want a world class workforce.

In putting this in place we are only too aware that most local sports clubs or opportunities delivered in communities rely on an army of volunteers, who give up their time to pass on their knowledge and passion for sport. We want to not only increase the number of volunteers within sport, from coaches and officials to administrators, but also provide them with appropriate support and training to not only engage people, but retain them on an ongoing basis. It is crucial that we all join up our efforts to help develop our volunteer base within Wales.



7. Everyone  
Playing  
Their Part



**If we're to achieve our vision, we need to take a multi-sector approach. We want to see true and sustainable partnerships developed between all players; be they in the public, private or voluntary sector. And we all need to be aspiring to becoming high performing organisations.**

If we're to raise the bar; securing consistent, high quality sporting opportunities for all to enjoy, we need everyone to play their part. In Wales, we are highly dependent upon our public services, and while there is much to celebrate and be proud of here, sustainable and increased activity will require an even more focused effort on creating public-private-voluntary partnerships that go beyond project-based working. It needs to become the norm.

We have much to learn from one another, and sport too can learn from others in the way it governs, develops talent, structures and support for its members.

The sector is united behind a common vision for sport and commits to delivering with ambition, focus and energy.

