

# **COMMUNITY SPORT STRATEGY 2012-2020**

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## 1. 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 notion that we can achieve bigger, better outcomes by stretching our imaginations.

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 strategy has been developed to provide further guidance to those responsible for planning and running sport in Wales. Building on the *Vision for Sport*<sup>1</sup>, it highlights the kind of conditions and approaches needed to build stronger, vibrant sporting communities right across 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.

People are at the heart of the strategy. The sport sector aspires to see every child becoming hooked on sport for life. 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.

Our collective awareness of people's lifecycles, perceived and actual barriers, child poverty, and the growing competition from other forms of leisure needs to be heightened. 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.

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.

I very much hope you rise to the challenge and help us deliver the very best experiences; the very best opportunities for our diverse communities.

Professor Laura McAllister  
**Chair, Sport Wales**

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<sup>1</sup> *A Vision for Sport in Wales*, Sport Wales (Jan 2011)

## 2. Executive Summary

Building on the *Vision for Sport*, this sector-wide Community Sport Strategy seeks to translate our sector's big aspirations into practice. It outlines an expectation for how sport should decentralise, and how local providers – public, private and voluntary – should look to operate so that local communities can shape and determine local sport.

The strategy sets out some key expectations, many of which will challenge the sector's thinking. Do we have the right structures in place? Are we making the best of the resources available – both human and financial? Are we doing enough to both *grow and* broaden sports participation? Are doing enough to partner up with other providers to develop community sport? What are the implications of us maintaining the status quo?

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.

Community sport, by its very definition, is a vast area, touching almost every element of the entire spectrum from foundation phase right through to performance. This strategy 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. These priorities are:

1. Locally-Defined Sports.
2. Strong Enterprising Clubs.
3. The Education Agenda.
4. High Performing Workforce.
5. Facilities that are Fit for Purpose.

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, its role in meeting our broader child poverty and equality objectives, and provides detail around how progress will be measured.

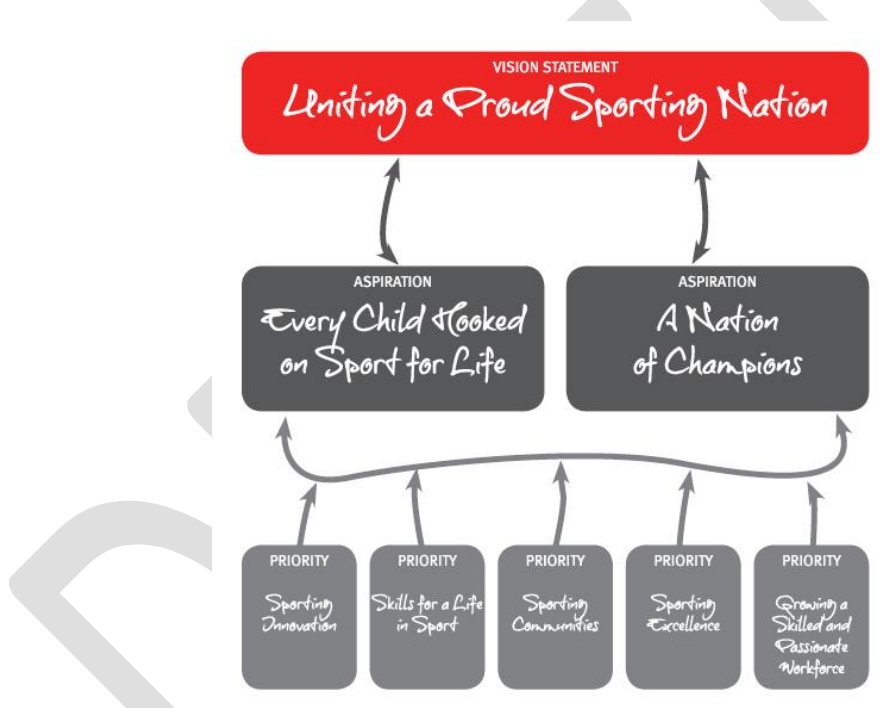
Finally, through advocating specific sports development tools, this Strategy also acts as a practical guide for those responsible for the delivery of sport.

### 3. 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 out 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:



#### 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 on-going 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.

How Sport Wales is approaching work to achieve the vision 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*<sup>2</sup> - 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.

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<sup>2</sup> Review of Local Authority Service Delivery, commissioned by Local Government Minister, Carl Sargeant (March 2011)

## 4. 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's **right to access** opportunities, and providers' **duty to fulfil**;
- the **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** 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.

### CONSULTATION QUESTIONS (section 4):

1. Do you think the vision for community sport concentrates on the right areas?
2. Are there any particular issues or areas that merit special focus?

## 5. 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:

1. Locally-Defined Sports
2. Strong Enterprising Clubs
3. The Education Agenda
4. High Performing Workforce
5. Facilities that are Fit for Purpose

Underpinning these priorities are principles & values:

- Evidence-based approach & showcasing;
- Commitment to sustainable, long-term planning;
- Legacy;
- Equality;
- Quality & appropriate engagement (i.e. with others that can influence our work).

<b>KEY PRIORITIES</b>	
<b>LOCALLY-DEFINED SPORTS</b>	<ul style="list-style-type: none"> <li>• Recognition that there will be big variations between one community and another, and what is required to build a thriving sporting environment;</li> <li>• Prioritising work to identify what the community needs; basing decision making on performance insights;</li> <li>• More sports decentralising their structures; focusing on the development of a sport at a local level;</li> <li>• Local people having a say in how sport is developed and run locally;</li> <li>• 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<sup>3</sup>;</li> <li>• Governing bodies reviewing their membership and affiliation structure, to broaden the reach and appeal of the sport.</li> </ul>
<b>STRONG ENTERPRISING CLUBS</b>	<ul style="list-style-type: none"> <li>• Multi-sport clubs</li> <li>• Developing young people through a multi-skills approach;</li> <li>• Multiple teams;</li> <li>• Wide base of players and volunteers;</li> <li>• Excellent volunteer recruitment and support structures;</li> <li>• Every club doubling its membership;</li> <li>• Every adult club developing junior opportunities;</li> <li>• Recreational opportunities; not just competitive</li> </ul>

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

	<ul style="list-style-type: none"> <li>• Good informal, recreation offer;</li> <li>• Catering for a wide range of standard; enabling players to move through several stages of the sporting pathway;</li> <li>• Moving from a reliance on a few 'star players', to one where a 'strong, sustainable team' exists;</li> <li>• Clubs working together to achieve economies of scale and better use of facilities;</li> <li>• Closer links between local authorities, leisure facilities and clubs;</li> <li>• An environment that welcomes hard to reach groups.</li> </ul>
<p><b>THE EDUCATION AGENDA</b></p>	<ul style="list-style-type: none"> <li>• Vital part of community sport;</li> <li>• Children developing their skills, through a multi-skills approach, for a life in sport;</li> <li>• Physical literacy awarded the same status as literacy and numeracy;</li> <li>• Delivery of 2 hours of high quality PE to every child each week;</li> <li>• A broad range of opportunities on the school site to enable young people to take part in 3 hours of school and/or community sport;</li> <li>• Promoting the power of sport through the lens of a teacher. The impact on the pupil: improved academic performance, determination, resilience, focus, concentration, commitment, team work, independent learner, self-confidence, leadership skills and employability;</li> <li>• Pupil-centred sport: pupils have their say, help structure, develop and deliver sport in their schools;</li> <li>• Appreciation that sport can turn young people's lives around, and can be used as a tool to reengage disengaged pupils and those at risk of becoming disengaged;</li> <li>• Stepping up engagement with the FE &amp; HE sector to boost sport's workforce and student opportunities;</li> <li>• Offering appropriate competitive sporting opportunities for young people;</li> <li>• Enable young talented pupils to reach their full potential by signposting them to the appropriate opportunities and avenues for further support;</li> <li>• Utilizing school, FE &amp; HE resources and facilities to the maximum, in order that community partnerships can be formed.</li> </ul>
<p><b>HIGH PERFORMING WORKFORCE</b></p>	<ul style="list-style-type: none"> <li>• Succession planning needs to become a strength of the sector;</li> <li>• Working together to identify opportunities for enhancing people's performance within the sector;</li> <li>• Investing in more people at the earliest stages;</li> <li>• Developing skills of existing sports leaders, but also those who have the passion, capability and potential to be hugely influential in current and future roles in sport;</li> <li>• Reflecting society within our leadership - a positive drive to develop women in sport, disabled and BME individuals, in order that the mix of future leaders is richer in terms of diversity and quality;</li> </ul>

	<ul style="list-style-type: none"> <li>• Doubling the number of volunteers and coaches working locally and regionally, across Wales - a real step change in how we recruit, develop, deploy and retain the workforce;</li> <li>• Responsive to the needs and lifestyles of participants;</li> <li>• Every teacher being trained to deliver high quality PE;</li> <li>• Coaches delivering child-centred opportunities;</li> <li>• All Leisure Centre staff accessing training to deliver sports development programmes;</li> <li>• Developing leadership opportunities within all sports clubs throughout Wales;</li> <li>• Supporting the development of sports administration at regional level and club level;</li> <li>• Encouraging an embrace of technology as a means of recruiting and retaining club membership;</li> <li>• Ensuring, as much as possible, that we have the right people, trained and continually developed, and applying their energies to leverage great returns;</li> <li>• Embedding a culture of performance management, where people are challenged and supported to up their game;</li> <li>• Developing workforce plans to define what is required, where people are to be sought, and how they are to be developed and deployed;</li> <li>• People feeling a sense of duty; that they fully recognise the role they have to play in sport – its contribution and impact. For example, the performance of a volunteer, a coach, a sports development manager and officer should be adding value in every instance.</li> </ul>
<p><b>FACILITIES THAT ARE FIT FOR PURPOSE</b></p>	<ul style="list-style-type: none"> <li>• Driven by the needs of sport at regional and local levels, with the collaboration agenda at its heart;</li> <li>• Long term planning, covering indoor and outdoor facilities, be linked to the community plan and consider sustainable transport routes;</li> <li>• Programming that caters for the needs of hard to reach groups, BME communities, women and girls and hard to reach groups;</li> <li>• Every leisure centre and school sport facility operating as sports development hubs</li> <li>• Sports working together to maximise facility usage;</li> <li>• New build initiatives considering changes in technology and the possible advantages of new and innovative surfaces and building designs, so that the building is fit for the longer term;</li> <li>• Partners taking a proactive role in encouraging early dialogue between potential partners when new facilities are being considered and ensuring provision is based on the broad community needs;</li> <li>• Genuine collaboration - between LA departments - education, leisure, youth and local health board - together with relevant national governing body or area association representatives and key</li> </ul>

	<p>local voluntary groups;</p> <ul style="list-style-type: none"><li>• Questioning current use of school facilities: could they be better facilitated, planned and programmed;</li><li>• Maximising opportunities for communities to take ownership of local sports facilities;</li><li>• Sport Wales playing a role as a central information point on new developments, helping to ensure that relevant organisations are aware of potential facility developments.</li></ul>
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TABLE 1

**CONSULTATION QUESTIONS (section 5):**

- 1. Are these the right priorities to focus on?**
- 2. Are there any particular issues or areas that merit special focus?**
- 3. What conditions and/or resources need special consideration if we're to focus on delivering against these priorities?**

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## 6. Sport Wales' Commitments:

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:

<b>SPORT WALES COMMITMENTS</b>	
<b>NEW PARTICIPATION TARGETS</b>	<p><i>Children and young people of school age:</i>  <b>5 sport sessions per week, provided within curricular, extracurricular and wider community settings</b></p> <p><i>Young Adults (16-24 year olds):</i>  <b>3 sport sessions per week</b></p> <p><i>Adults:</i>  <b>3 sport sessions per week</b></p> <p><i>Volunteering:</i>  <b>10% of the Welsh population (currently at 5%)</b></p>
<b>TACKLING CHILD POVERTY</b>	<p><b>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.</b></p> <p>Sport Wales will measure this by:</p> <ul style="list-style-type: none"> <li>- 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</li> <li>- 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</li> <li>- positioning sport considered as a key partner in the effort to tackle poverty in Wales, with poverty and participation targets being shared across partners.</li> </ul> <p>Specifically, Sport Wales will:</p> <ul style="list-style-type: none"> <li>- provide the evidence base to partners</li> <li>- challenge and support our partners to deliver on maximising</li> </ul>

	<p>their contribution to tackling child poverty</p> <ul style="list-style-type: none"> <li>- provide training and support to our staff and the wider sector</li> <li>- maximise potential to deliver elite success</li> <li>- growing the sporting workforce</li> </ul>
<p><b>EFFECTIVE USE OF THE WORKFORCE</b></p>	<p><b>Sport Wales will work with partners to ensure the current landscape is fit for purpose.</b></p> <p>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.</p> <p>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.</p> <p>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.</p>
<p><b>MAKING INTELLIGENT INVESTMENTS</b></p>	<p><b>Sport Wales will invest in partners who can demonstrate clear ambitions, a hunger to expand, and a real commitment to evidence-based decision making.</b></p> <p>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.</p> <p>We will be targeting more investment towards hard to reach groups.</p> <p>Universal funding will be replaced by a more results-driven and outcome-focused approach to investing our money.</p>
<p><b>WORKING WITH THOSE WHO ARE COMMITTED TO STRENGTHENING LOCAL SPORT</b></p>	<p><b>Sport Wales will support partners to set up localised structures that meet the needs of the local participant, and the development needs of sport.</b></p> <p>Our vision of community sport sees an essential commitment by</p>

	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.
<b>IDENTIFYING &amp; DEVELOPING TALENT WITHIN SPORT'S WORKFORCE</b>	<p><b>Sport Wales will review its current training and development programme.</b></p> <p>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.</p>
<b>STRATEGICALLY INVESTING IN THE SPORTING INFRASTRUCTURE</b>	<b>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.</b>
<b>SHOWCASING</b>	<p><b>Sport Wales will develop an online database to house examples of best practice for sharing with partners.</b></p> <p>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.</p>
<b>SCRUTINISING PROGRESS AGAINST KEY MEASURES</b>	<p><b>Sport Wales will use 6 key measures to assess the sector's progress over the coming years:</b></p> <ul style="list-style-type: none"> <li>• <i>children doing 5 sessions of sport in a week;</i></li> <li>• <i>Adults doing 3 sport sessions per week;</i></li> <li>• <i>club membership;</i></li> <li>• <i>extra-curricular participation;</i></li> <li>• <i>16-24 adult participation;</i></li> <li>• <i>school key stage 3 attainment;</i></li> <li>• <i>number of adults volunteering in Wales.</i></li> </ul>
<b>PRIORITISE LONG TERM PLANNING</b>	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.

**CONSULTATION QUESTIONS (section 6):**

- 1. Do these capture the big things Sport Wales should be delivering on over the next 8 years?**
- 2. Are there any particular commitments that merit special focus?**
- 3. What conditions and/or resources need special consideration if we're to focus on delivering against these priorities?**

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## 7. Tackling Child Poverty & 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 first and foremost we should ensure that the entire sport sector (particularly local authorities and governing bodies), is signed up to tackling child poverty and is working to ensure that no child or family is unable to access sporting opportunities due to living in poverty. In light of this our main focus for this strategy will be on delivering against outcome (j) of the 13 Broad Aims:

- (j) *To reduce inequalities in participation in cultural, sporting and leisure activities between children and between parents of children (so far as necessary to ensure the well-being of their children)*

Data from our surveys indicate that children, young people and adults living in more deprived areas are not only less likely to participate, but also less likely to volunteer in sport as well.

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 accessible to all and are actively encouraged as part of a broader life experience.

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.

<b>SPORT WALES CHILD POVERTY &amp; EQUALITY COMMITMENTS</b>	
<b>PROVIDE THE EVIDENCE BASE TO PARTNERS</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Prioritise the dissemination of best practice around increasing opportunities and participation in deprived communities as part of Sport Wales' wider role in providing partners with a evidence base for developing sport.</li> </ul>
<b>CHALLENGE AND SUPPORT OUR PARTNERS TO DELIVER ON MAXIMISING</b>	<ul style="list-style-type: none"> <li>• Challenge and 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.</li> <li>• Identify and prioritise work with local partners, statutory, voluntary and</li> </ul>

<b>THEIR CONTRIBUTION TO TACKLING CHILD POVERTY</b>	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.
<b>PROVIDE TRAINING TO AND SUPPORT TO OUR STAFF AND THE WIDER SECTOR</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>MAXIMISE POTENTIAL TO DELIVER ELITE SUCCESS</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>GROWING THE SPORTING WORKFORCE</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>DEVELOP KEY EQUALITY OBJECTIVES FOR A SINGLE EQUALITY PLAN</b>	<ul style="list-style-type: none"> <li>• 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 &amp; maternity; ethnicity; religion &amp; belief; gender; sexual orientation; marriage &amp; civil partnership.</li> </ul>

TABLE 3

**CONSULTATION QUESTIONS (section 7):**

1. Do these sufficiently capture Sport Wales' duties in relation to child poverty and equality?
2. Are there any particular commitments that merit special focus?
3. What conditions and/or resources need special consideration if we're to focus on delivering against these priorities?

## 8. Tools to Help Grow Community Sport

We have 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.

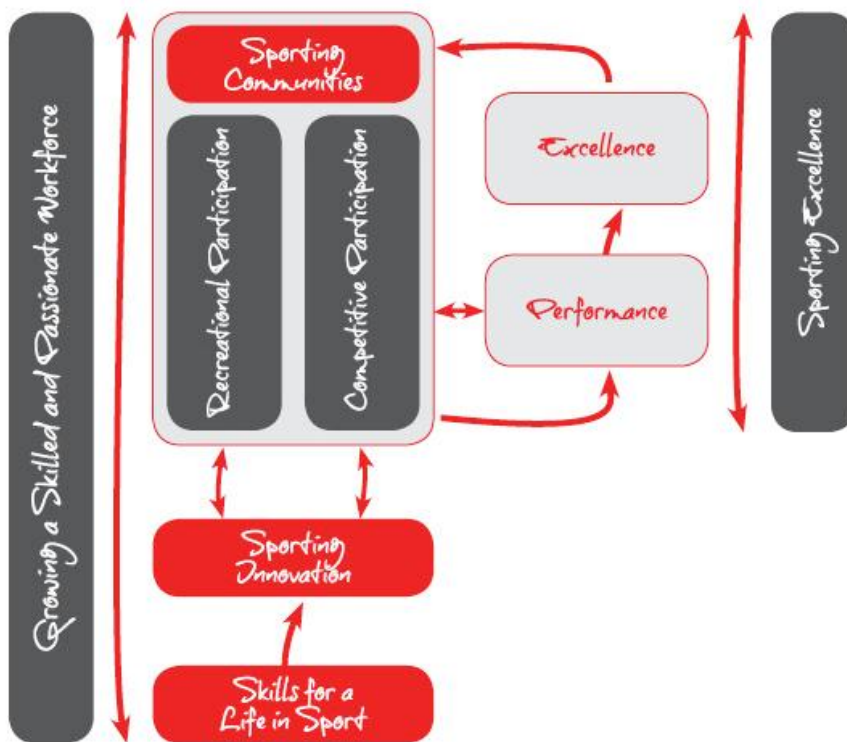
Sport Wales' resources should be used in conjunction with partner-owned data so that a sound knowledge of the sport or the local sporting landscape can be built. The following tools are intended to supplement other intelligence that may exist.

These include:

1. The Pathway Tool
2. Segmentation
3. Population Surveys

### THE PATHWAY TOOL:

The *Vision for Sport in Wales* outlined a *Sporting Pathway* (see below). This is now being used by Sport Wales as a sports development tool, supported by *Readiness Factors* (see table 4 below) 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 the sport, 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:

DRAFT

<b>KEY QUESTIONS</b>	
<b>Demand</b>	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?
<b>Intelligent Ambition</b>	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?
<b>Infrastructure</b>	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?
<b>People Capacity</b>	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?
<b>Partnership Working</b>	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?
<b>Local &amp; National Need</b>	Can the organisation deliver on participation, performance and excellence-level outcomes? Is there a match between these?
<b>Innovation</b>	Has the sport considered how it needs to adapt its format, rules, venues and infrastructure to encourage play by more people?
<b>Participant buy-in</b>	Is the ambition supported by participants? What consultation or other forms of involvement has taken place?
<b>Hard to reach groups</b>	What work is underway or planned to encourage involvement from these groups?

TABLE 4

### 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:

<b>Opportunities</b>	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?
<b>Variety</b>	Are children encouraged to play in a variety of positions and take on different roles?
<b>Multisport &amp; Multi Skills Environment</b>	Do you work with others to provide multisport environments for children? Are you creating opportunities for children and young people to learn multi skills?
<b>Collaboration</b>	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?
<b>Physical Literacy</b>	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?
<b>Teacher CPD</b>	How much priority is given to the on-going professional development of teachers in PE?

TABLE 5

#### Participation

Questions to consider:

<b>Duration of Play</b>	Can shorter version of the game be considered?
<b>Travel Distance</b>	Is there a way to make play available more locally?
<b>Regularity/Frequency of Attendance</b>	Can teams/league structure be adapted so that the level of commitment required is lower?
<b>Family Commitments</b>	Can sport be offered so that the whole family can play?
<b>Adapted Games</b>	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?
<b>Improved Competitive Structures and Recreational offer</b>	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 6

## Workforce

Questions to consider:

<b>Recruit</b>	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?
<b>Develop</b>	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)?
<b>Deploy</b>	Do we follow up newly qualified coaches and ensure they are deployed and confident about using their new qualification?
<b>Retain</b>	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 7

## **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.

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 SURVEYS**

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.

### **CONSULTATION QUESTIONS (section 8):**

- 1. Do these tools provide sufficient material to aid sports planning, scrutiny and development?**
- 2. Are there any particular training needs to consider, in order that each tool is maximised by all working in sport?**

## 9. Measurement

<b>SECTOR WIDE</b>		
<i>Priority</i>	<i>Outcome</i>	<i>Evidence</i>
<b>LOCALLY-DEFINED SPORTS</b>	Community sport provision capable of appealing to a wide cross-section of people, based on consultation, collaboration and performance insight, and reflecting local community demand	Sport Wales Senior Officer Reporting Partner Investment Reviews Active Adult Survey Data Club Membership Number of local funding applications
<b>STRONG ENTERPRISING CLUBS</b>	Viable sports clubs providing multiple sport offers; characterised by strong membership; multiple-teams; excellent volunteer recruitment and support structures; offering quality recreational and competitive opportunities for children and adults of varying standards	Sport Wales Senior Officer Reporting Partner Investment Reviews Active Adult Survey Data Club Membership
<b>THE EDUCATION AGENDA</b>	Pupil and student-centred sport within primary, secondary, further and higher education; physical literacy awarded the same status as literacy and numeracy; utilisation of school, FE & HE resources and facilities to the maximum; competitive sporting opportunities for young people and effective talent identification and signposting	Sport Wales Senior Officer Reporting School Sport Survey Estyn Reports
<b>HIGH PERFORMING WORKFORCE</b>	Workforce characterised by clear identification of needs and appropriate solution to plug volunteer and coaching gaps; strong leadership, and for that leadership to reflect society; succession planning and a drive to double the number of volunteers across Wales	Sport Wales Senior Officer Reporting Active Adult Survey Partner Investment Reviews

<b>FACILITIES THAT ARE FIT FOR PURPOSE</b>	Long-term planning of provision; programming that caters for the diverse needs of our communities, and maximised usage as a result of multi-partner collaboration	Sport Wales Senior Officer Reporting Partner Investment Reviews Active Adult Survey
<b>SPORT WALES SPECIFIC:</b>		
<b>NEW PARTICIPATION TARGETS</b>	<i>Children:</i> 5 sport sessions per week, provided within curricular, extracurricular and wider community settings <i>Young Adults (16-24 year olds):</i> 3 sport sessions per week <i>Adults:</i> 3 sport sessions per week <i>Volunteering:</i> 10% of the Welsh population (currently at 5%)	School Sport Survey Active Adults Survey
<b>TACKLING CHILD POVERTY</b>	Child poverty will become a core element of the plans that we develop with agencies that we fund, raising the profile of the issue within the sector and enhancing the impact we can make together on children, young people and their families living in poverty	Sport Wales Senior Officer Reporting Partners Investment Reviews School Sport Survey
<b>EFFECTIVE USE OF THE WORKFORCE</b>	A sector characterised by high performance, continual learning and development, supported by effective performance management	Sport Wales Senior Officer Reporting Partners Investment Reviews
<b>MAKING INTELLIGENT INVESTMENTS</b>	Greater investment in partners who can demonstrate clear ambitions, a hunger to expand, and a real commitment to evidence-based decision making	Nature of grants awarded
<b>WORKING WITH</b>	Greater evidence of increased	Sport Wales Senior Officer Reporting

<b>THOSE WHO ARE COMMITTED TO STRENGTHENING LOCAL SPORT</b>	opportunities within more deprived areas of Wales, as a result of both devolved and decentralised structures	Partners Investment Reviews Local grants awarded
<b>IDENTIFYING &amp; DEVELOPING TALENT WITHIN SPORT'S WORKFORCE</b>	Workforce characterised by strong effective leadership	Sport Wales Senior Officer Reporting Partners Investment Reviews
<b>STRATEGICALLY INVESTING IN THE SPORTING INFRASTRUCTURE</b>	Greater investment in infrastructure based on evidence of actual or potential integrated partnership at the local or regional level	Sport Wales Senior Officer Reporting Partners Investment Reviews Capital grants awarded
<b>SHOWCASING</b>	Future delivery increasingly informed by best practice and learning from others - shared amongst partners; supported by Sport Wales	Sport Wales Senior Officer Reporting Partners Investment Reviews
<b>SCRUTINISING PROGRESS AGAINST KEY MEASURES</b>	<ul style="list-style-type: none"> <li>• <i>children doing 5 sessions of sport in a week;</i></li> <li>• <i>club membership;</i></li> <li>• <i>extra-curricular participation;</i></li> <li>• <i>16-24 adult participation;</i></li> <li>• <i>school key stage 3 attainment;</i></li> <li>• <i>number of adults volunteering in Wales</i></li> </ul>	Sport Wales Senior Officer Reporting Partners Investment Reviews School Sport Survey Active Adult Survey

TABLE 8

**CONSULTATION QUESTIONS (section 9):**

1. Are these clear and easily measureable?
2. Is there anything missing?
3. Do they present any resource implications?