

A VISION FOR SPORT IN WALES

DRAFT

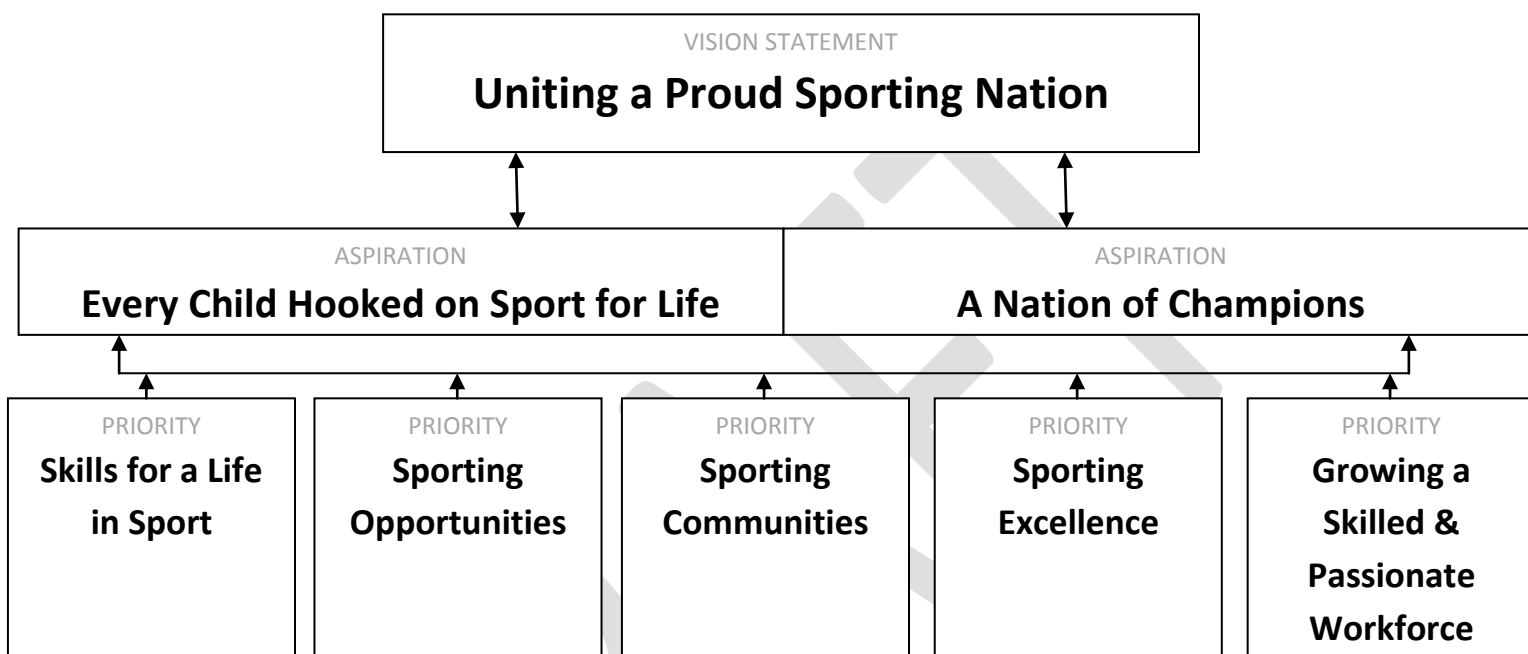
CONTENTS

1	Executive Summary	3
2	Introduction	4
3	What We Know	6
4	Sport's Impact	8
5	A Vision for Sport in Wales	11
6	Priorities for Sport in Wales:	12
	a. Skills for a Life in Sport	
	b. Sporting Opportunities	
	c. Sporting Communities	
	d. Sporting Excellence	
	e. Growing a Skilled & Passionate Workforce	
7	A 'Team Wales' Approach	18

1 EXECUTIVE SUMMARY

Sport in Wales is about to undergo an unprecedented shift in culture. We want to unite the sector behind a vision that supports and delivers bigger and better outcomes, whilst allowing us to positively challenge how we get there.

Our 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.



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. The vision encompasses a fresh, new approach to the way we, Sport Wales will deliver. And this approach represents big shifts:

1. We will be **applying our culture of 'high challenge, high support' to our work with partners**; moving beyond traditional liaison activity, to a relationship where we will facilitate partners to set 'unreasonable ambitions'.
2. We 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.
3. We will **align our investments differently** - based on evidence and on achieving big outcomes - to ensure we maximise our impact.
4. We 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.
5. We will **shift our focus from school based activity to develop sustainable opportunities within the community**; positively addressing issues around retaining people's participation through to adulthood.

2 INTRODUCTION

We believe there is a need for a step change in the way sporting opportunities are planned, developed and promoted. We share 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 have developed a complementary vision focussing solely on sport's¹ role in delivering the wider physical activity spectrum.

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.

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. We have developed ideas internally, and shared these with our partners to help build something coherent that the entire sector can unite behind, and collectively work towards.

In May 2010 we started a conversation with our partners at our first National Stakeholders Conference, outlining our proposed vision for sport, our aspirations for engaging children and retaining their interest and participation right through to adulthood, and our ambitions for boosting Wales' performance in elite sport. We 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, we have continued this conversation with colleagues in local authorities, governing bodies of sport, clubs, schools and other key deliverers to develop a picture of what the ideal sporting landscape might look like, and what we all need to do to begin working towards a renewed vision for sport.

This document articulates:

¹ "...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." *Council of Europe's Sports Charter*.

- 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
- 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, organisation and delivery
- Priorities for sport in Wales
- The proposed 'Team Wales' (the collective sector) approach.

DRAFT

3 WHAT WE KNOW

Over recent years, we have achieved much.

Children's (7-11yrs) involvement in extra-curricular sport:

1998: 40%
2009: 79%

Young People's (11-16 yrs) involvement in extra-curricular sport:

1998: 49%
2009: 77%

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

Participation in a club environment has also significantly increased over the last decade.

Children's (7-11yrs) sports club participation:

1998: 58%
2009: 80%

Young People's (11-16yrs) sports club participation:

1998: 42%
2009: 76%

This has been a significant achievement in a relatively short period; our ambition is to improve on this. We want to translate the success we've secured within the school setting to the community, so that children and young people remain active right through to adulthood.

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.

- 1. Does this reflect the current sporting picture in Wales?**
- 2. Is there anything else that should be referenced?**

DRAFT

4 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 physical 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 physical 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 CVD 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.

- **Engagement of Disadvantaged Groups**

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.

3. Are there any further impacts we should be highlighting in this section?

4. Do some impacts merit being highlighted more than others?

DRAFT

5 A VISION FOR SPORT IN WALES

Sport Wales has a vision for how sport can inspire, develop and deliver positive experiences for our communities.

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.

Our vision is to unite a proud sporting nation. We aspire to getting every child hooked on sport for life and for Wales to be a nation of champions.

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.

Sport Wales is instrumental in bringing partners and people together. We've embraced the challenge to deliver on this vision, and we want colleagues in the wider sports sector to sign up to join us on this journey.

We want a renewed collective desire to get Wales active, achieve the best for its people and foster even greater levels of national pride. We currently work in partnership with a whole host of organisations; guiding and supporting people to join up their efforts to get the best possible outcomes.

We want to see sport becoming an intrinsically central aspect of everyone's lives in Wales. This generational step change begins with the young. Our work with children and young people will be prioritised, while we'll also be driving work to expand what is on offer for adults.

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.

This vision not only wants to engage children and young people in sport for the health benefits, but also for the other benefits that sport brings: building confidence, leadership, team work and skills for life.

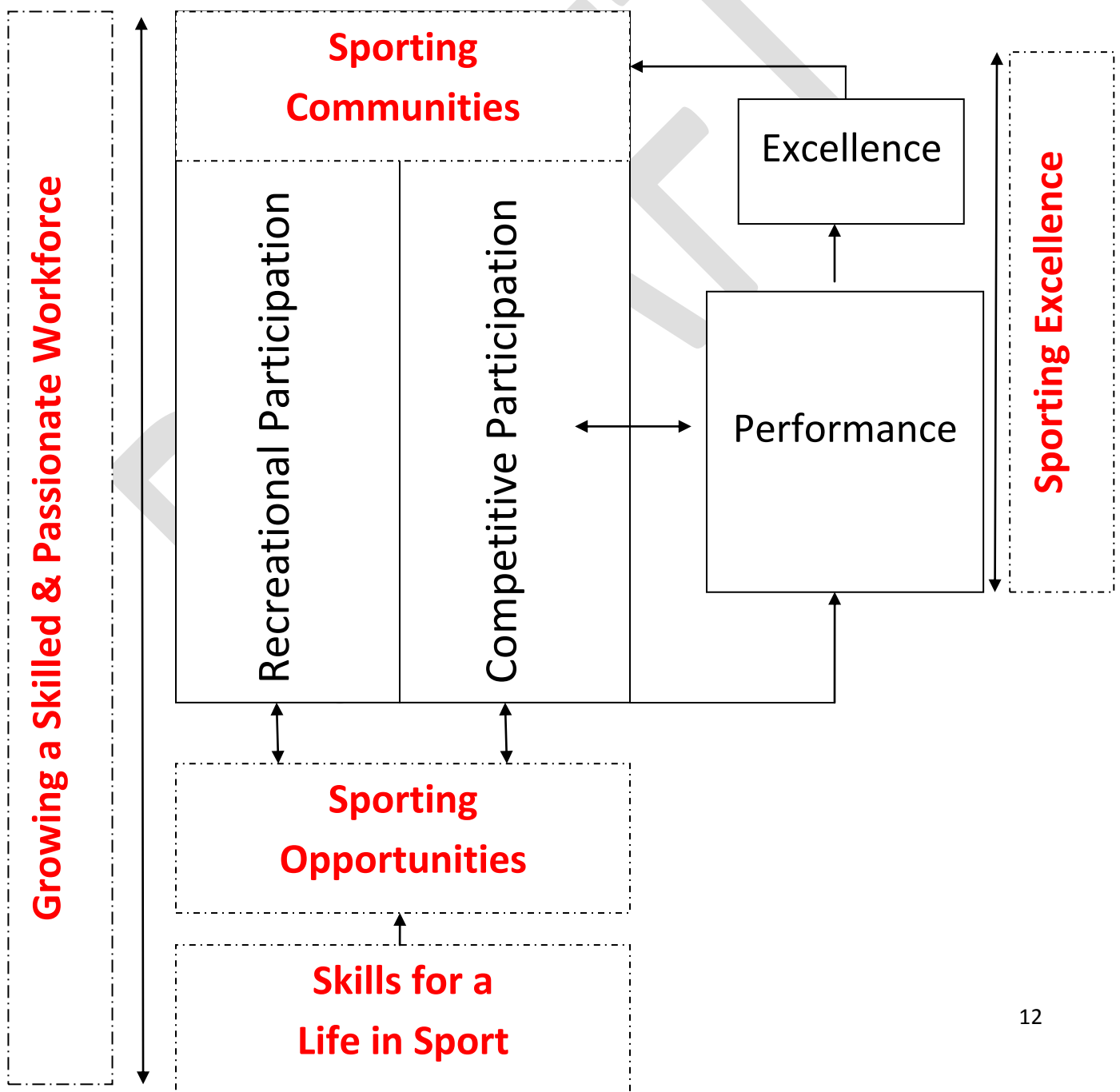
5. Is this a vision that will unite the sector?
6. Are you able to clearly identify how you can contribute to its success?

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 need to focus on 5 priority areas:

1. 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.

- **Focus 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**
- **Sport inspiring 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 physical 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 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.

2. Sporting Opportunities:-

Every child and young person undertakes at least five hours of safe, high quality sport every

week and is encouraged to reach their potential.

- **At least 5 hours of sporting activity per week**
- **Diverse and engaging opportunities**
- **Identifying and removing barriers to participation**
- **Young people at the heart of developing and promoting sporting opportunities**

We want to see children and young people being able to access and undertake at least five hours of sporting activity every week, as a basis for ongoing healthy lifestyles. 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. If we can inspire children from an early age and support them to become physical literate, then we also want to provide them with the opportunities to take part in sport. Through building confidence with basic skills and providing opportunities they are far more likely to sustain this activity throughout their lives.

Alongside our partners much good work has been already undertaken to expand the provision of sporting opportunities for children and young people in Wales. Increasingly there are a diverse range of opportunities available, which are both challenging and engaging, enabling children and young people to take part in sport as well as supporting them to reach their potential. We recognise that in order to ensure every child undertakes at least five hours we need to build on the partnership work that has already taken place, ensuring that the five hours can be met across the curriculum, in extra-curricular activity and in our communities.

We want to not only identify barriers to participation, but to work with partners and communities to overcome or minimise them. Sport should be accessible to all and we will work with all partners to ensure that this is the case. Children and young people should be encouraged to also become involved in planning and leading sessions, harnessing their enthusiasm for sport to encourage their peers. Through encouraging more children and young people to champion sport, we are more likely to inspire their peers to get involved.

3. Sporting Communities:-

We have communities with sport at the heart of them, offering joined up, ongoing opportunities for all, making it easy to be involved in sport throughout life.

- **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 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. We want to see sporting activity encouraged and supported not only in schools, but this continuing out into the community so that children and young people can access a range of opportunities in their communities as well. We also want to engage parents and carers in activity, both for their own physical health, as well as to support children and young people through volunteering and coaching. We want to see families as a whole taking an active role in participating in sport.

The programmes currently being delivered during and after school have demonstrated an upturn in the number of 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 of sport, we need to make the link between school and community provision stronger.

At Sport Wales we recognise that our resources are currently balanced towards supporting school and extracurricular provision. As the links between school and community cannot only happen when formal education has finished, we will shift our focus to concentrate more on encouraging greater links across sports provision linked to schools and in the community. All partners need to embrace a shared responsibility for building and maintaining pathways between schools and communities.

We need greater opportunities for children to continue and progress with their love for sport, in clubs beyond school hours, and as they leave school. 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. We have a better chance of engaging all children and young people in sport throughout their lives if we are visible in communities, interacting with their needs and developing the solutions to any challenges they face.

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 hard 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 want to see sport at the heart of all our communities in Wales, encouraging participation and building strong communities.

4. 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, with our partners, 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. We will work with those sports that will provide the best opportunity for achieving our 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.

In order to continue our development we have published our Elite Sports Strategy, setting challenging targets for ourselves, our sports and our athletes. At Sport Wales we will provide the environment and support the sports and their athletes need to succeed, including ensuring that we have a robust and dynamic coaching environment. We want our governing bodies to be equally ambitious and we will work with them to develop their structures and governance.

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 and we will work with partners to ensure that we work towards this goal. Our Coaching Strategy will look to encourage 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.

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.

- **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.

Working with our partners 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. As mentioned previously our Coaching Strategy has set ambitious targets for getting more adults involved in sport in Wales. We want to not only increase the number of volunteers within sport, from coaches 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 to work with partners to help them encourage and develop our volunteer base within Wales.

- 7. Are these the right priorities to help us develop quality and sustainable sporting opportunities?**
- 8. Do they provide enough focus for the sector to deliver on the broader vision?**

7 A 'TEAM WALES' APPROACH

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.

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.

Sport too has much to learn from others in the way it governs, develops talent, structures and support for its members. Commercial partnerships have to be an option worth considering.

We realise that the step change needed to deliver this will be challenging, but we are committed to this vision. We recognise that this isn't something that will happen overnight, and that different partners face different challenges, but we will bring the sector together to develop joint solutions. We have to recognise these challenges and face them head on, working collectively to strengthen the sector and the voice of 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 other organisations, such as area associations and commercial entities, present major potential for helping us realise our sporting vision. 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 culture in the sector, where each organisation involved in the development, delivery and promotion of sport, commits to setting a compelling vision. The way we think; the way we work is fundamental here. At Sport Wales we will support this by acting more as enablers and advisors; adding value to the work of our partners by playing the role of a 'critical friend'.

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.

We want to further build on the principle of ‘local solutions for local needs’; developing local community networks 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, being guided by the needs of young people, and using data to better inform investment. We must all also be comfortable with this empowerment, working with partners and communities to enable them to develop solutions to the challenges or issues they face.

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 this vision and that we are supporting partners to achieve their ambitions.

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. We want to champion the message of the impact sport can have in every aspect of people’s lives and encourage our partners to be articulating the benefits of sport for all.

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

9. What needs to be in place in order to make this ‘Team Wales’ approach a reality?