ENABLING SPORT IN WALES TO THRIVE

OUR AMBITION & PURPOSE
OUR STRATEGY

THE DEVELOPMENT OF BOTH THE VISION FOR SPORT IN WALES AND THE SPORT WALES STRATEGY, HAS BEEN FOCUSED ON ENSURING THAT INDIVIDUALS, ORGANISATIONS AND PARTNERS FROM ALL SECTORS, CAN SEE HOW THEY PLAY A DEFINITIVE ROLE IN ENSURING WALES IS AN ACTIVE NATION, WHERE EVERYONE CAN HAVE A LIFELONG ENJOYMENT OF SPORT.

We know that if we are to continue to secure that support for our approach, we must provide the confidence that our strategic intent shapes the way in which we work, and our outcomes are focused on delivering real evidence-based change.

To complement the publication of the Sport Wales strategy, 'enabling Sport in Wales to thrive,' we have produced this document to detail how we will stay accountable to our intent. While naturally, what we wish to achieve would reflect where we put public resource, this document is not a resourcing strategy. Rather, it is a way of outlining how Sport Wales and its partners can achieve joint outcomes through collaboration.
SPORT WALES’S STRATEGIC INTENT
WHAT WE WANT TO ACHIEVE

01
TO BE PERSON-CENTRED:
The needs and motivations of the individual lead the delivery, whether just starting out, aiming to progress or striving for excellence on the world stage.

02
TO GIVE EVERY YOUNG PERSON A GREAT START:
Every young person has the skills, confidence and motivation to enable them to enjoy and progress through sport; giving them foundations to lead an active, healthy and enriched life.

03
TO ENSURE EVERYONE HAS THE OPPORTUNITY TO BE ACTIVE THROUGH SPORT:
Sport is inclusive and provides a great experience for all.

04
TO BRING PEOPLE TOGETHER FOR THE LONG-TERM:
There is a collaborative, sustainable and successful sports sector, led by collective insight and learning.

05
TO SHOWCASE THE BENEFITS OF SPORT:
The impact of sport is evidenced, and sport’s reach is fully understood, valued, showcased and celebrated throughout Wales.

06
TO BE A HIGHLY VALUED ORGANISATION:
Sport Wales is a respected organisation, striving to over achieve by delivering a first-class service through our valued staff.
Our business planning outlines the steps we will be taking to deliver the strategic intent. This is an iterative process and one which will give both a forward-thinking plan and a reflective tool for understanding delivery. These are the actions we will take to learn and change. Sport Wales’s business plan will be renewed at regular intervals throughout the year but map delivery over a consistent timeline.
SPORT WALES’S OUTCOMES FRAMEWORK
HOW WE HAVE ACHIEVED

OUR WAYS OF EVIDENCING ARE NOT AN EXHAUSTIVE LIST, BUT RATHER A MIX OF DIFFERENT QUALITATIVE AND QUANTITATIVE APPROACHES THE ORGANISATION PROPOSES WILL BE AT THE HEART OF OUR REPORTING.

Evidence will be highlighted on an annual basis, and at different intervals depending on its appropriateness. We will also be consistently reviewing the different ways in which we can evidence progress and understand our impact on the sporting sector and beyond. This will ensure we are at the forefront of evaluating our performance, are reflecting the positive accomplishments achieved, and the learning opportunities we encounter, for ourselves and our partners.

Sport Wales wants, and needs, to become better at being learning-led. We recognise the best way to evidence our progress will be developed in conjunction with partners over time. We want to have an adaptive approach within our learning objectives, to allow for flexibility and be amenable to change. This will be a big cultural shift for us and the way we work with partners, but we trust that in time we can transition to working in this way, reviewing our actions to provide a more in-depth understanding of our outcomes.

Within each of Sport Wales’s strategic intent areas we recognise that there will need to be cooperation with our partners. There will be some elements that will be our specific responsibility to evidence; some which will require partners to deliver and some which will have a shared responsibility. We will consistently cooperate with partners to develop and renew this suite of measures, so they form an iterative process, reflecting the collaborative agenda between Sport Wales and the individuals and organisations it works with.
WHILE SPORT WALES’S BUSINESS PLAN WILL REPORT PROGRESS AGAINST OUR ACTIONS ON A REGULAR BASIS THROUGHOUT THE YEAR, THE OUTCOMES FRAMEWORK WILL FORM PART OF OUR ANNUAL HEALTH CHECK. EACH YEAR THE SPORT WALES ANNUAL REPORT WILL REFLECT THE PROGRESS AND LEARNING FROM OUR WORK AND EVIDENCE HOW WE ARE ACHIEVING AGAINST OUR STRATEGY.

The below sections identify some examples of how this can be achieved. There will be many more that emerge from our sector’s collective approach to developing a learning-led evaluation system.
TO BE PERSON-CENTRED

THE NEEDS AND MOTIVATIONS OF THE INDIVIDUAL LEAD THE DELIVERY, WHETHER JUST STARTING OUT, AIMING TO PROGRESS OR STRIVING FOR EXCELLENCE ON THE WORLD STAGE.

SPORT WALES

1. Understand the motivations of the individual.
2. Put the participant at the heart of our resourcing.
3. Develop the sector’s capacity to be person-centred.
4. Promote the voice of the participant.

SPORT WALES & PARTNERS

1. National Survey evidence.
2. Ethically focused athlete environments.
3. A school and community offer reflecting the demands of the participant.
4. System building evidence and support for elite programmes.
5. Successfully implement Governance and Leadership Framework for Wales.

PARTNERS

1. Demonstrate how they are meeting the needs of the participants and potential participants.
2. Develop a workforce that has the capability, capacity and confidence to meet the needs of the participant.
3. An insight led approach.
4. A well led, well run organisation that is able to meet the needs of the person.

WHAT SPORT WALES WILL DO ITSELF (KEY AREAS)

WHAT SPORT WALES WILL DO WITH PARTNERS (KEY AREAS)

2. Understand the ideal person-centred environment for long-term athlete development.
3. Reflect the desires of the individual in the school and community offer.
4. Develop a workforce capable of meeting the needs of the individual.
TO GIVE EVERY YOUNG PERSON A GREAT START

EVERY YOUNG PERSON HAS THE SKILLS, CONFIDENCE AND MOTIVATION TO ENABLE THEM TO ENJOY AND PROGRESS THROUGH SPORT; GIVING THEM FOUNDATIONS TO LEAD AN ACTIVE, HEALTHY AND ENRICHED LIFE.

SPORT WALES

- % of Sport Wales resources that support Young People.
- Evaluation of Sport Wales Young People programmes.
- Advocacy programmes around key education policies (community school hubs, statutory Physical Education guidelines etc).

SPORT WALES & PARTNERS

- Young Ambassadors Programme Outcomes.
- Education offers reflecting School Sport Survey findings.
- Support and evaluated Health and Active Fund schemes (early years / children & young people).
- System building evidence and support for elite programmes.
- Performance athlete/coaching pathway success

PARTNERS

- How they are building the skills, confidence and motivation of young people across multiple sports and activities.
- How they are working collaboratively to provide multi-skill and sport experiences.
- Commitment to Physical Education across curriculum.
- Providing strong school - community links for all those who want to play sport and be physically active.
- Safeguarding standards

WHAT SPORT WALES WILL DO ITSELF (KEY AREAS)

1. Prioritise investment in young people’s physical activity.
2. Introduce a new delivery model for community sport.
3. Develop key partnerships with those who share our goals.
4. Influence the new curriculum (Health & Wellbeing).
5. Provide a strong evidence base on young people’s activity levels and their motivations.

WHAT SPORT WALES WILL DO WITH PARTNERS (KEY AREAS)

1. Sport North Wales delivery plans prioritise young people.
2. Young volunteer Movement.
4. Healthy and Active Fund schemes (early years / children & young people) delivered.
5. Sport is safe(r) for young people.

EXAMPLE WAYS IN WHICH WE WILL EVIDENCE OUR LEARNING
TO ENSURE EVERYONE HAS THE OPPORTUNITY TO BE ACTIVE THROUGH SPORT

SPORT IS INCLUSIVE AND PROVIDES A GREAT EXPERIENCE FOR ALL.

WHAT SPORT WALES WILL DO (KEY AREAS)
1. Place a focus on the sporting experience.
2. Invest in those that can deliver enjoyable sporting opportunities.
3. Support the sporting system.
4. Invest in underrepresented groups.
5. Encourage collaboration in the sector.

WHAT SPORT WALES WILL DO WITH PARTNERS (KEY AREAS)
1. Remove barriers and create connected active communities.
2. Grow opportunities for people to regularly take part / compete in sport.
3. Focus on partners in education and community settings.
4. Protect opportunities to allow sporting opportunities to thrive.
5. Create multisport opportunities.

SPORT WALES
- System building evidence and support for elite programmes.
- % of resources invested in collaborative sporting opportunities.
- % invested in facilities.
- % resource invested in supporting underrepresented groups (women, BAME, poverty)

SPORT WALES & PARTNERS
- Outcomes of planning decisions.
- Time allocated to Physical Education lessons.
- Evaluation of quality of Physical Education provision
- Healthy and Active Fund outcomes.
- % of school facilities available for public use.
- Inspirational, fit for purpose spaces for sport
- Performance athlete/coaching pathway success.

PARTNERS
- Time allocated to Physical Education
- Evaluation of quality of Physical Education provision
- Evidence of collaboration across sector.
- Grow participation opportunities for those who are less active.
- Grow and sustain participation for those who are active.
- A holistic approach to developing talent.
- Develop suitable facilities that meets the needs of the individual.

EXAMPLE WAYS IN WHICH WE WILL EVIDENCE OUR LEARNING
TO BRING PEOPLE TOGETHER FOR THE LONG-TERM

THERE IS A COLLABORATIVE, SUSTAINABLE AND SUCCESSFUL SPORTS SECTOR, LED BY COLLECTIVE INSIGHT AND LEARNING.

WHAT SPORT WALES WILL DO (KEY AREAS)
1. Establish an intelligence network for the sport sector.
2. Institute development around athlete performance.
3. Develop capability, capacity and confidence.
4. Share knowledge across the sector.
5. Focus on the collective opportunities by encourage collaboration and connecting partners.
6. Grow value through well governed and well led partners.

WHAT SPORT WALES WILL DO WITH PARTNERS (KEY AREAS)
1. Develop collaborative partnerships.
2. Bring insight and learning from different policy areas.
3. Build the right system for high performance success.
4. Work with new partners for the benefit of the whole sector.
TO SHOWCASE THE BENEFITS OF SPORT

THE IMPACT OF SPORT IS EVIDENCED, AND SPORT'S REACH IS FULLY UNDERSTOOD, VALUED, SHOWCASED AND CELEBRATED THROUGHOUT WALES.

SPORT WALES

- Social Return on Investment promotion.
- Policy advocacy.
- Development of new and existing communications channels.
- Promotion of School and national survey findings.
- Wales Sport Awards.
- Survey Results.

SPORT WALES & PARTNERS

- Influence on planning decisions.
- Healthy and Active Fund outcomes.
- Joint Action Plan outcomes.
- Physical literacy embedded in the curriculum.
- Welsh Institute of Performance Science developments.
- The evidence where sport is making a wider benefit on the wellbeing of future generations act.

PARTNERS

- Collective evidence against the 9 conditions for Sport in Wales.
- High performance results.
- Impact and value of Sport Diplomacy.
- Working with new non-traditional partners.
- How individuals are valuing the impact sport is making on their lives.

EXAMPLE WAYS IN WHICH WE WILL EVIDENCE OUR LEARNING

WHAT SPORT WALES WILL DO (KEY AREAS)

1. Evidence progress and highlight where we see good practice on a national and community basis.
2. Inform policy and delivery across a wider partner network.
3. Bring together the insight from across the sport sector and beyond.
4. Communicate the impact and power of sport.
5. Highlight the successes of Welsh Sport.

WHAT SPORT WALES WILL DO WITH PARTNERS (KEY AREAS)

1. Support Wales to perform successfully on the world stage.
2. Evidence the sector’s contribution to the Vision for Sport in Wales.
3. Highlight the international reach of Sport.
4. Influence on planning and policy.
5. Sport utilised for wider social change.
TO BE A HIGHLY VALUED ORGANISATION

SPORT WALES IS A RESPECTED ORGANISATION, STRIVING TO ACHIEVE BY DELIVERING A FIRST-CLASS SERVICE THROUGH OUR VALUED STAFF.

SPORT WALES
- Staff survey
- Staff wellbeing initiatives and monitoring.
- Partner perception surveys.
- Evaluate reach and impact of new and enhanced communication channels.
- Performance athlete/coaching pathway success.

SPORT WALES & PARTNERS
- Welsh Physical Activity Partnership Action Plan delivery.
- Chief Executive Officer Forum/Chief Culture and Leisure Officers in Wales group support.
- Early adopters group support.
- Athlete surveys.
- System building evidence and support for elite programmes.

PARTNERS
- Well run, well led partner organisations.
- Evidencing case studies in partnership with Sport Wales.
- Implementation of School Sport Survey recommendations.

WHAT SPORT WALES WILL DO (KEY AREAS)
1. Invest in the continued professional development of our staff.
2. Enhance staff morale.
3. Communicate our achievements.
4. Develop new and improved partnerships.
5. Be a leading example in delivering our public sector obligations.

WHAT SPORT WALES WILL DO WITH PARTNERS (KEY AREAS)
1. Invest in respected, well-governed partners.
2. Extend the reputation of Sport Wales and its work beyond the sport sector.
3. Encourage partners to take a long term, ethical approach to athlete development.
4. Deliver supported upskilling of the sector.
5. Establish new insights to support physical activity.