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The last 12 months have been fantastic for Welsh sport, with plenty to be proud of. It was a year in which records were broken, hauls of medals exceeded and we learnt to expect success as a norm, not an exception.

This success was built on strong foundations. We have a clear vision and aspirations, a strong focus on delivery and clarity on the direction we want to go. But we haven’t done it on our own. The sporting sector has united, despite the challenges we are all facing, and I would like to take this opportunity to acknowledge the hard work and professionalism of our partners including local authorities, national governing bodies of sport and the Commonwealth Games Council for Wales, ensuring that sport in Wales is set up for success.

The Team Wales effect!

Team Wales returned from Glasgow with 36 medals, their highest ever medal count. Experienced athletes such as Frankie Jones, Jazz Carlin, Natalie Powell and Geraint Thomas and new athletes such as Laura Halford, Daniel Jarvis, and Sally Peake not only shone on the world stage but also inspired the next generation of athletes watching at home in Wales to follow in the footsteps of greatness.

Success in Glasgow shows that we already have one of the most effective and efficient high performance systems in the world. Wales being the number one nation per head of population, beating all the home nations and sporting giants such as Australia, New Zealand and South Africa, is testament to the efforts of all those involved in Team Wales and has set a challenging benchmark for the Gold Coast in four years’ time.

But we are not resting on our laurels. We can always do better and we are already implementing recommendations from the elite sport review undertaken post Glasgow in preparation for the 2018 Commonwealth Games and beyond.

We have continued to invest in opportunities for children, young people and adults throughout our communities so that thousands can enjoy and benefit from sport and physical activity.

Local schemes such as Community Chest are investing right into the heart of our communities, meaning decisions are made by the community, for the community.

The results of our Active Adults Survey showed significant growth in participation in the number of adults taking part in sport; with an amazing 262,000 more people enjoying regular participation. These are impressive results not just for increasing the number engaged in sport, but also for the contribution sport makes to the overall health of the nation. In October 2014 we formalised our relationship with the Welsh NHS Confederation in signing a Memorandum of Understanding (MOU), which committed both organisations to working together more effectively in creating a healthier and more equal Wales.

Alongside this we have continued to ensure schools teach our children the fundamentals of exercise, developing a physical literacy framework with schools that will guide the provision of high quality sport and PE in every school.

There is still however much more for us to do. We will evaluate and then build on our success in Glasgow, develop a more targeted and transparent community sport investment strategy, and continue to invest in projects benefiting under-represented groups, ensuring everyone in Wales has the opportunity to be the best they can be.

We’re determined for 2014 not to be the high water mark for Welsh sport, but a milestone on the road to becoming one of the most active and successful sporting nations. Our aspirations are clear. It is now for Sport Wales, our partners and the people of Wales to rise to them and create a sporting nation the envy of the world.

Chief Executive Officer
£2.35 MILLION invested into women & girls projects and projects that tackle inequalities around areas of poverty, disability and BME communities.

36 medals won at Glasgow 2014
young people taking part in $x60 activity

FRANKIE JONES becomes the first ever Welsh athlete to claim six medals in one Commonwealth Games.

£1.61 MILLION invested in the Physical Literacy Programme for Schools (PLPS)

6 AREAS OF COOPERATION as part of ground-breaking MOU with Welsh NHS Confederation

39% OF ADULTS HOOKED ON SPORT (three or more occasions per week)
Our successes to date have been based on having a clear vision for how we want sport in Wales to develop and encouraging our partners to be ambitious for the communities that they serve. This has all been delivered in a challenging financial environment, where we have had to ensure that we receive the biggest return for our investments.

We have sought to diversify our Board, extending the range of experience and knowledge to improve challenge and scrutiny of our decisions. We have also established a more robust governance structure, introducing sub-groups of board that can concentrate on three key areas namely community sport, elite sport, and developing a high performing organisation. These provide more detailed scrutiny of plans and progress, helping to ensure that as an organisation we continue to deliver the best value for our investment.

We recognise that to be an organisation that excels in delivery we have to be clear on our purpose and the role we play in both the sport sector and the wider policy landscape in Wales. To achieve this we have developed a series of clear purposes that will guide our corporate and annual business planning and enable all our team to see how their role makes a difference to our aspirations.

Over the next 12 months we will continue to ensure we develop the best organisation to lead sport in Wales.

**LEADERSHIP TEAM**
Leads, manages and supports the operational team. Supports and challenges the Directors Team.

**DIRECTORS TEAM**
Sets the tone, leads the business and drives the delivery of the strategy.

**THE BOARD**
Determines organisational direction, plans for the future and monitors progress.

**OPERATIONAL TEAM**
Develops and delivers quality services/outputs to everyone.

**SUB GROUPS**
Provides expert guidance and advice to the board and Directors Team.
ELITE SPORT

Team Wales were the biggest story of the Glasgow Commonwealth Games. They overcame a difficult start to the Games in order to break through the upper target set by our Elite Sport Strategy. The drive of the Commonwealth Games Council for Wales, the backroom staff, governing bodies and the passion and commitment of the athletes themselves lit up the nation.

From Frankie Jones leading from the front with a record breaking medal haul, as well as winning the David Dixon Award for most inspiring athlete across the whole Commonwealth Games, to Geraint Thomas crossing the line for Gold in that final, dramatic event of the Games. The team had Wales bursting with pride. We saw the power of sport and its place in Welsh hearts over those 11 days of competition, creating memories that will live long in the national consciousness.

Wales being the number one nation per head of population, beating all the home nations and sporting giants such as Australia, New Zealand and South Africa, is testament to the efforts of all those involved in Team Wales and has set a challenging benchmark for the Gold Coast in four years’ time.

This success was not delivered by accident. It stands as a commitment to the approach ourselves and our partners have taken since the launch of our Elite Sport Strategy in 2010. We focused our investment and worked to build pathways with sports to ensure that success could be delivered on the world stage. We are no longer a nation surprised when we succeed – we plan it and expect it. Investment from Welsh Government and the National Lottery has been critical to supporting not only athletes, but the team of coaches behind them, the nutritionists, physiotherapists, doctors, psychologists and strength and conditioning coaches that enable an athlete to perform.

Following the Games we have not sat back and said ‘job done’. We have reviewed the current Elite Sport Strategy to ensure we build on the unparalleled successes of the first four years of its existence. The revised strategy will enable us and our partners to be more focused and systematic, ensuring Welsh sport continues to deliver success at the highest level. The ultimate aspiration is for Wales to be world renowned as a nation of champions.

The strategy continues to set some very challenging aspirations and targets which reflect the current levels of potential and achievement within Welsh sport, with the key mission of:

Wales has taken full advantage of the fantastic opportunities afforded on the elite sports stage between 2010 and 2015 from the UK hosting of the two biggest multi-sport events in London 2012 and Glasgow 2014. We now have to build on those successes and be prepared for the challenges of Rio 2016, Gold Coast 2018 and beyond.

We will therefore:

• Continue to prioritise our investment and services to those athletes and sports which have recognised potential talent with the prospects to deliver against our mission and objectives.

• Enhance our delivery of an athlete need-centred approach, to ensure our elite performers receive the necessary high-quality athlete services to support them in realising and achieving their potential.

• Work innovatively with relevant sports to ensure that our efforts are aligned across the various partners in the UK and we are building stronger foundations for success in the long term.
In Glasgow 2014 Wales’ female athletes won medals in eight sports for the first time ever, one more than Welsh male athletes.

5 Gold medals
11 Silver medals
20 Bronze medals

Welsh women hadn’t won Gold in the swimming pool for 40 years and then won 2 in less than 24 hours with JAZZ CARLIN and GEORGIA DAVIES both leading Welsh success.

FRANKIE JONES becomes the first ever Welsh athlete to claim six medals in one Commonwealth Games.

2014 was WALES’ GREATEST FEMALE PERFORMANCE IN THE HISTORY OF THE GAMES (both in absolute and standardised terms) and Wales’ female athletes were identified as being the driver of Wales’ overall increase in performance in Glasgow.

In Glasgow 2014 Wales’ female athletes won medals in eight sports for the first time ever, one more than Welsh male athletes.

The incredible success of our elite stars is not the only area where we have seen progress in the last twelve months. Building on the results of our School Sport Survey we released the findings from our Active Adult Survey, which reported a significant increase in regular participation in sport amongst the people of Wales. The number of people undertaking sport on three or more occasions rose from 29% in 2008/09 to 39% in 2012. That is an extra 262,000 people in Wales regularly pulling on their trainers or boots and heading out to the pitches and gyms of our nation.

The increase in participation is not only good for sport, but also means that more people are experiencing the benefits of regular participation. From improved mental and physical health, to learning new skills and discovering new support networks, sport is proving to be part of the DNA of people’s lives in Wales.

All our partners have faced a particularly challenging time, with public funding reducing and our ambition to achieve more rising. We have worked with the community sport sector to positively step up to this challenge, to explore new partnerships and ways of working that can continue to deliver on our shared aspirations. Our community sport strategy intends to transform sport to make it attractive, diverse and accessible to all. We have recognised that to achieve our aspirations we need to change how we invest and diversify the organisations we are working with to reach every child, young person and adult in Wales. Whilst investment into community sport, clubs and governing bodies continues to be at the core of our strategy, we have sought to work with new partners such as housing associations, the National Trust, Girl Guides, health boards and many others in order to ensure there is a sporting offer for everyone.
Our aspiration of every child being hooked on sport for life represents a significant opportunity to help ease the burden of unnecessary illness that the NHS in Wales faces. The results of our recent School Sport Survey and Active Adults Survey show that we are definitely on the right track but there is still plenty more for us to do.

Our agreement on a Memorandum of Understanding with the Welsh NHS Confederation demonstrates our commitment to working more effectively with partner organisations to improve the lives of all the people of Wales. This MOU will govern our approach to getting the nation moving more through sport and physical activity.

To achieve a step change in our communities we will continue to only invest in those organisations that we believe can deliver clear and measurable improvements. We realise we are going to have to make some difficult decisions as we implement a more targeted and transparent community sport investment strategy that allows us to work with a range of new partners and in increasingly commercial ways to achieve our goals. In the next 12 months we will introduce a new outcome-based investment strategy that targets resources to increase the number of people hooked on sport; reduce inequalities; and further develops the sporting pathway.

We are working proactively with a number of sports to develop complete sporting pathways, meaning they offer a wide range of opportunities to participate in sport, recreationally and competitively, ensuring everything is in place to enable people to achieve their personal podium.

£1.61 million invested in the Physical Literacy Programme for Schools (PLPS) to increase sport and physical activity in schools with a focus on those in deprived areas and develop a physical literacy framework ensuring every child is confident in their physical abilities from an early stage.

Invested in 11 projects to target under-represented groups through our Calls 4 Action lottery investment, including the Girl Guides, Breeze Cycling and Time to Change Wales (mental health).

Worked collaboratively with 3 governing bodies – hockey, rugby and football – to provide improved artificial playing surfaces across Wales, aiming to increase participation at all levels, develop stronger clubs and create a fit for sporting purposes facilities landscape.

Continued to work with Young Ambassadors to ensure young people have a voice when shaping and influencing the future of sport in their area.

Disability Sport Wales and Betsi Cadwaladr University Health Board teamed up, with investment from Sport Wales’ Calls for Action fund to help disabled people in North Wales improve their general level of physical activity, and involvement in sport; with the intention of doubling the number of physically active disabled people in the region.

Continue to invest into the Urdd on an annual basis to develop opportunities across Wales for young people to take part in sporting opportunities through the medium of Welsh. Investment is put into the community programme, focussing primarily on children of primary school age. We also continue to be a key partner in Gemau Cymru, a bilingual multi-sport event for young people enhancing the performance pathway of Olympic, Commonwealth and Paralympic sports.
We believe that every person in Wales should have the opportunity to experience the positive benefits that participating in sport brings.

To achieve this we want to see a network of opportunities that are accessible, enjoyable and empowering. Only through positive experiences from an early age can we hope to get the nation more active through sport.

Our recent surveys have highlighted that some groups continue to be less likely to participate in sport. Whilst we have made great in-roads into tackling the stubborn participation gaps that we see among women and girls, those from ethnic minority backgrounds, those living with disability and those living in poverty, we know there is more to do. We have proactively invested in partners, traditional and new, to tackle barriers to participation and create a sporting landscape that can drive greater participation across the board.

Invested, alongside the Office of the Gwent Police & Crime Commissioner, in Positive Futures, a sports and activity based social inclusion programme aiming to create safer and more inclusive communities across the 5 local authorities in Gwent.

Established a charter with the Lesbian, Gay, Bisexual and Transsexual (LGBT) Network

**ENCOURAGING EVERY PERSON TO EXPERIENCE THE POSITIVE BENEFITS THAT PARTICIPATING IN SPORT BRINGS.**

Continued to work with **STREETGAMES** to provide sporting and volunteering opportunities to young people in disadvantaged communities across Wales.

This included investing £690,000 into establishing the ‘Us Girls’ movement across Wales, targeting females aged 13-19 in Communities First clusters.

Worked alongside the Welsh Language Commissioner to ensure that Sport Wales and the sport sector provide the opportunity for Welsh to flourish in our sporting communities.

Invested, $2.35 million of lottery funding into projects which directly impact on women & girls opportunities as well as tackling inequalities around women and girls, poverty, disability and BME communities.

Successful projects include the Girl Guides, Street Football Wales, Time to Change (mental health) and a project which will help make cricket more accessible for Black and Minority Ethnic (BME) communities in Cardiff.

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As 2014/15 draws to a close we are excited about what’s to come. It will not be the last time you see Welsh sporting success on such a high, at community or elite level. It marks only the beginning of what we believe will be a healthier, more successful, more sustainable Wales. We have the momentum of the last twelve months behind us and we cannot afford to take a backward step. There will of course be significant challenges to overcome, but central to our mission continues to be that every child, young person and adult has the right to participate in sport and if they have a talent to have that nurtured in order to perform and succeed on the world stage.

As an organisation we are committed to driving collaboration between partners inside and outside the sports sector to create the best future we can for our children. This will require us to challenge the way we operate at all levels and continually ensure we remain focussed on what will make the greatest difference. Beyond our immediate focus of sport we strongly believe that we have a critical role to play in creating a future of improved health, greater sustainability and better educational attainment in Wales.

We have already proven our ability to deliver and know we are capable of even more, despite the challenges in front of us. Over the next 12 months we will broaden our reach to ensure sport is consistently placed at the heart of public policy in Wales.