



ELITE SPORT

Strategy

sportwales
chwaraeoncymru



*"We want to be the best
we can be and we want
to be known across the
world for our sporting
achievements."*

WELSH GOVERNMENT

*sportwales
chwaraeoncymru*



INTRODUCTION

Sport can have a lasting positive impact on the people of Wales; to our health and wellbeing, our place in our communities and our national pride. Sporting success is important to Wales because it is a statement about our heritage, culture, achievements and ambition. Our presence at the top of the medal tables and world rankings is a source of pride to many of us and an inspiration for future generations of talented athletes and coaches and community sports clubs the length and breadth of our nation.

This revised Elite Sport Strategy provides the blueprint for a sustained level of achievement at the highest level of sport. The challenge identified and addressed in this document is that of continued success for our athletes over the next cycle of Rio 2016, Gold Coast 2018, Tokyo 2020 and beyond. At its core is the need to be smart with our investments and resources to develop effective systems that deliver elite international success long into the future.

Wales already has an enviable and proud track record of success in elite sport and this strategy is designed to strengthen and enhance that reputation.

KEN SKATES AM

DEPUTY MINISTER FOR CULTURE, SPORT AND TOURISM



 **LOTTERY FUNDED**
ARIENNIR GAN Y LOTERI

SARAH POWELL

CEO OF SPORT WALES

Welsh sports and athletes at the highest level have created so many memorable and inspirational moments for us – moments that have defined Wales to the world.

Make no mistake, these successes are down to hard work and dedication from athletes and the many people who have worked to get them where they are. But these victories are also down to a systematic approach to investment supported heavily by National Lottery and Welsh Government funding.

At a time when every penny invested needs to demonstrate maximum returns, this revised strategy ensures we continue to focus our investment to ensure delivery at the highest level of sport.

There's a definite link between successful and high profile sporting role models and children taking up healthy activity and sport. This not only makes for a healthier and more active Wales but also a sustainable future for elite sport.

The approach outlined in this document is about continuing to raise the bar and expecting accountability from everyone involved. It's about ensuring that the success that Wales produces on the world stage is systemic, deliberate and can be sustained in the future.

If we can do all of these things, we are confident that the result will be more medals won at Olympic, Paralympic, Commonwealth, World and European levels from 2016 onwards.

PROFESSOR LAURA MCALLISTER

CHAIR OF SPORT WALES

Sport in Wales is on an all-time high, with more people participating than ever before. Welsh athletes and national teams are also bringing home the medals and racing up the world rankings.

It's important, however, for us to continue developing and progressing on our journey to becoming one of the most active and successful sporting nations in the world.

This revised Elite Sport Strategy has been informed by the Sport Wales commissioned independent review by Wharton Consultants. It has also been developed following internal and external consultation with key partners, and is based on our evaluation of current systems in place, the evolving elite sport landscape, plus recent international results.

The document sets out Sport Wales' approach to elite sport. It is designed to be an enabler for 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 potential and current achievement within Welsh sport. The key objective is for Wales to continue to be the number one nation, on a per capita basis, at the Commonwealth Games.

I'm delighted that we are no longer a nation surprised when we succeed – we plan to win and we expect success.



STRATEGIC PLAN

"Whether it's as part of a successful British team or representing our proud country, our investment and services are prioritised to those athletes and sports which have recognised potential talent with the prospects to deliver against the objectives. Ours will continue to be an athlete-centred, coach-led approach, to ensure our elite performers receive the necessary high-quality services to support them in realising and achieving their potential. Aligning our efforts across relevant partners in the UK is a priority to ensure we are building stronger foundations for success across the longer-term"

SPORT WALES BOARD 2015



VISION

WALES TO BE A NATION OF CHAMPIONS

MISSION

Wales to be the number one Commonwealth Games sporting nation and to increase the number and quality of athletes on the UK World Class Programmes.

OBJECTIVES



Wales to top the per capita medals table at the 2018 Commonwealth Games

Welsh athletes to win 6-10 Olympic and 20-30 Paralympic medals over two cycles (circa 10% of British Targets)

Welsh athletes to account for 10% of UK World Class programmes



Welsh athletes to account for 7% of TeamGB in 2016, rising to 10% thereafter



Top 8 elite sports delivering systematic talent development by 2018



120 athletes in the “medal zone” at the start of the 2022 cycle

SPORTS PRIORITISATION

The prioritisation of sports is determined by three groups of factors:

MAJOR MULTI-SPORT STATUS



Commonwealth, Olympic and Paralympic status



UK Sport priority band rating



Number of Commonwealth Games medal events

ATHLETES AND RESULTS



Level and potential of athletes current cycle



Depth of talent future cycles



Previous results back to 2002

SYSTEM FACTORS



Elite Coaching strategy and implementation



Access to relevant and suitable facilities



Governance impact on performance

STAFF VALUES

Developing, supporting and enhancing performance sport through high standards of delivery of an integrated, innovative and consistent service.



Aled Davies

PERFORMANCE INVESTMENT MODEL AND PRINCIPLES

The Sport Wales Institute invests Welsh Government and National Lottery performance funding in certain sports to achieve success, according to the priorities and principles outlined below:

OUR PRIORITIES



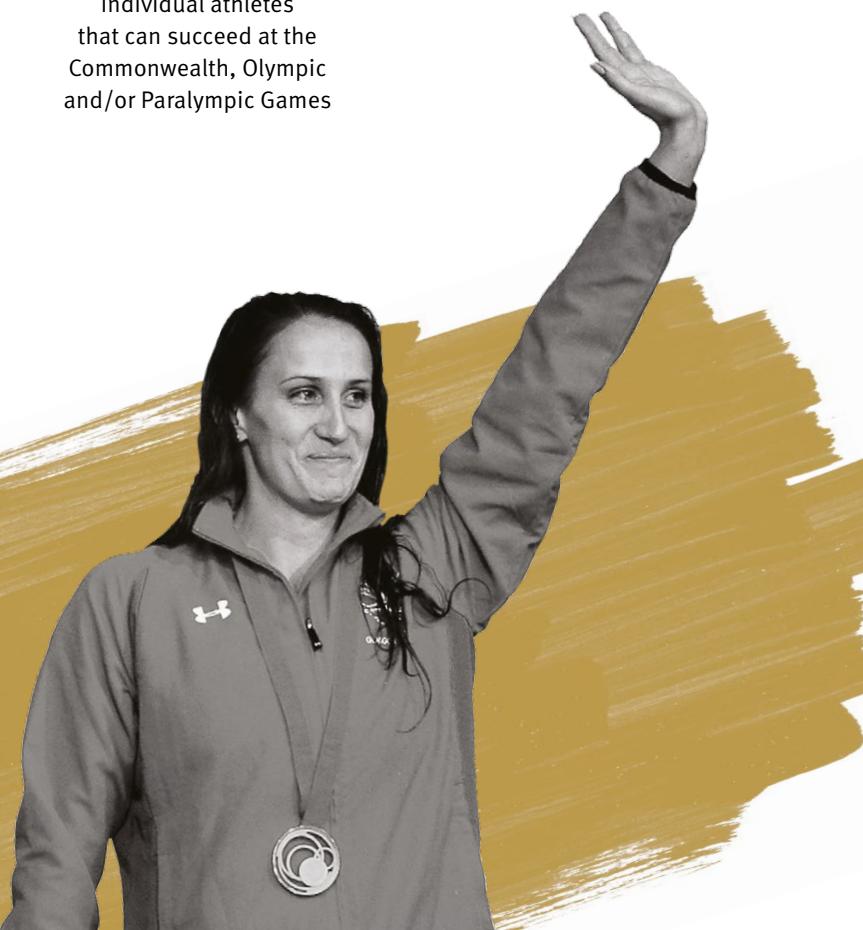
Sports and athletes that have medal potential at the Commonwealth, Olympic and/or Paralympic Games



Individual athletes that can succeed at the Commonwealth, Olympic and/or Paralympic Games



Important community sports that can also deliver agreed significant and sustained international success



OUR PRINCIPLES

Our major performance mandate is sustained success in Commonwealth, Olympic and Paralympic Sport

We invest Welsh Government and National Lottery funds strategically to maximise the performance of Welsh athletes in these major Games and the milestone events that precede them.

Sports are prioritised based on factors such as their respective Commonwealth, Olympic and Paralympic status, level of athletes and results and system development for sustained success.

Sport Wales invests in recognised programmes and Welsh governing bodies

Prioritised sports need to demonstrate good governance and robust, clear, open and honest selection policies and processes. Occasionally support may be provided to programmes of nominated athletes directly rather than through the NGB and Sport Wales' performance team may support individual athletes at the request of their British body.

Sport Wales strives to make four-year investments to cover a complete major Games but base these on an eight-year development model

Named athletes plus coaching, competition and support programmes are the main focus of our investment. There is also a drive to work deeper in the system over an 8–12 year development model.

Sports Wales maintains an Institute to support prioritised sports and elite athletes

The Sport Wales Institute works closely and collaboratively with athletes, coaches and sports to integrate completely in an athlete's preparation to deliver medals on the world stage. It also works in cooperation with all the other UK based Institutes to ensure consistency of delivery and standards.

Sport Wales Institute will look for opportunities for further research and development to further its knowledge and position as an elite level sporting provider through partnerships with relevant academic Institutions and other bodies.

Sport Wales performance funding investment is a privilege not a right

Investment is targeted at sports with medal potential which are achieving, or striving to achieve excellence. All awards are reviewed annually to ensure that we maintain a focus on Welsh performance programmes progress against agreed targets and performance indicators to ensure the allocation of resources continues to reflect the best balance between current performances and future potential.

KEY STRATEGIES AND TACTICS

INVESTMENT

Best use of resource

(Invest strategically in partners best placed to deliver the Mission and Objectives)

- Maximise the amount of funding available to invest in pursuit of the objectives (articulate the case for appropriate financial support)
- Our investment underpins UK Sport investment wherever possible and levers in UK investment from GB governing bodies
- Elite sports receive appropriate development and governance investment and support from Sport Wales to underpin their high performance programmes
- Develop clear and transparent investment principles and processes
- Ensure sufficient resource is available to invest in solutions to thematic problems across several sports
- Explore and develop potential commercial and other partnership arrangements for the benefit of elite sport

WORKFORCE

Best coaches and people

(Ensure the system is populated by world class people at all levels and in all positions)

- Identify world class standards and benchmark how good our people are against them
- Provide and facilitate programmes and opportunities to address identified areas for development
- Attract and recruit the best quality workforce (PD's, coaches and practitioners)
- Provide opportunities for ex-athletes to transition into coaching and managerial roles
- Create a people development pathway that is aligned to the athlete development pathway (talent through to world class)

GOVERNANCE

NGBs well governed and led

(Ensuring NGBs are well positioned to make the best use of their resources towards the agreed objectives)

- Support sports to prioritise efforts in committing to the Governance and Leadership Framework for Wales (GLFW) to ensure performance is not negatively impacted by any governance and leadership issues
- Promote and provide insight to deliver improvements in Equality and Diversity within elite sport
- Ensure priority sports have developed and are implementing a suitable Anti-Doping strategy
- Ensure priority sports have suitable performance structures and information relayed to Exec or Governing Boards

PERFORMANCE FOUNDATIONS AND SYSTEM DEVELOPMENT

(Ensure sports have pathway systems in place to identify and develop athletes appropriately)

- Understand the typical performance curve necessary for future medal success at the major Games (prioritising and investing in effective research and data analysis projects with relevant partners)
- Support and challenge sports to clearly define the physical, mental, tactical and technical competencies athletes need to deliver future medal success
- Ensure development pathways promote the achievement of these competencies
- Facilitate athlete development within and across sports from a Multi-Disciplinary Team (MDT) approach
- Promote and help develop a complete athlete pathway through better links with Sport Wales community and physical literacy teams

MEDAL WINNING ATHLETES SUPPORT AND PROGRAMMES

(Ensure medal potential athletes in the 2015-19 cycle are given the appropriate coach led support necessary for success)

- Support sports to identify athletes with medal potential based on clear evidence (utilising effective research and data analysis)
- Support sports to demonstrate athlete progress towards medal delivery through results at milestone events
- Athletes follow effective, individualised preparation and competition programmes across a long term performance cycle
- Ensure that athletes have access to quality coaching
- Provide an integrated performance support service to medal potential athletes that is athlete centred and coach led and maximises the chances of achieving the athletes' goals

BEST FACILITIES AND ENVIRONMENTS

(Ensure sports have access to relevant facilities which foster and support a performance environment)

- Develop and demonstrate 'world class' values and behaviours for the Sport Wales Institute
- Culture – create a 'best in the world' mindset adopted by all relevant partners
- Work with partners to establish world class facilities that inspire and cater for the needs of world class performers
- Continue to challenge for 'elite' access to existing facilities
- Ensure athletes can access world class facilities across the world to aid preparation

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