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DISABILITY
SPORT
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Disability Sport Wales Strategic Plan 2024–2028





Contents

<u>We are DSW</u>	3
<u>Our Vision, Mission, and Values</u>	6
<u>Connections in Wales</u>	7
<u>Our Strategic Priorities and Ambitions:</u>	
1. <u>Establish effective partnerships for an inclusive sector culture.</u>	9
2. <u>Enable active inclusive pathways</u>	11
3. <u>Empower (para) performance development</u>	13
4. <u>Grow as a sector-leading, healthy, and accountable organisation</u>	15
<u>What will be different by 2028</u>	17
<u>Monitoring and Evaluation</u>	21

WE ARE DSW



As the lead organisation for disability sport in Wales, Disability Sport Wales (DSW) is passionate about Wales being the most inclusive country in the world for physical activity (including sport). We recognise that in order to get there, that we have to transform from the organisation we are today, to one which is deliberately and determinedly assimilated into the sport sector, Sport Wales, and other Welsh Government-funded agencies.

The future of inclusive sport in Wales is not Disability Sport Wales, but it needs Disability Sport Wales to get there. ►►

WE ARE DSW



Our work spans the participation pathway and is so much more than 'just sport'. For many disabled people sport is still an environment which lacks welcome, does not represent an aspiration to fulfil ambition, and is a space which still does not provide meaningful inclusion. For others, it is the absolute opposite and is an environment which promotes the achievement of dreams, strives to ensure everyone is welcome, and works with people positively, to get it right.

Our purpose as an organisation is to ensure that disabled people are **as likely** to have a lifelong enjoyment of physical activity (including sport) as non-disabled people. This means that every disabled person has genuine choice within the pathway; whatever activity or sport they would like, provided locally, communicated clearly, and offering good access to coaching (if wanted).

Definitions of disability are wide-ranging, and at DSW we work at three levels:

1

Collaborating with partners for the provision of inclusive opportunities which can be accessed by everyone who is identified or identifies as 'disabled' under the Equality Act 2010 definition.

2

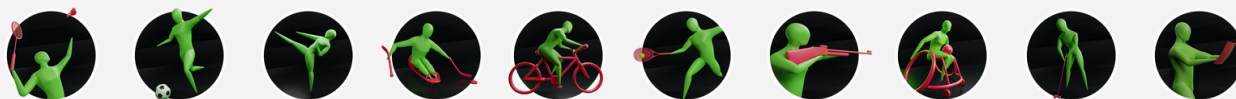
Providing and influencing the provision of performance development opportunities (not performance funded) linking into pathways provided by other organisations which may lead to the:

- Deaflympics
- Virtus Global Games
- or Special Olympics World Games

3

Working directly with partners who deliver performance-funded Paralympic and Para Commonwealth programmes.





It is not our expectation that everyone will become a Paralympian, or a Commonwealth Games athlete, or a Deaflympian, Special Olympian or Virtus athlete; nor should it be anyone's. But it is our expectation that there is choice. That there is a real opportunity for someone to decide to find their starting point, to enjoy it, and then have it fulfil everything they want it to fulfil. Now, these opportunities and those choices are different and more limited for disabled people than for non-disabled people. We can change that. And we can change it together in partnership.

Our new strategy builds on the one launched in 2019, and our focus continues to be on:

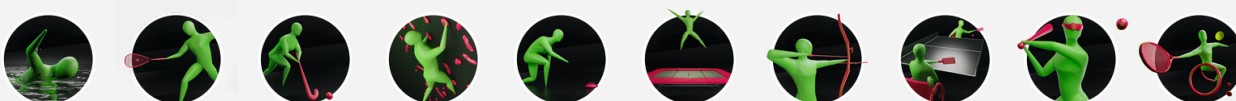
- effective partnerships
- inclusive pathways
- performance development and
- sector-leading organisation

We will continue to strengthen the programmes which enable us to do this, and work to ensure that our partnerships make the most difference to communities of disabled people throughout Wales.

We adopt and use language consistent with the social model of disability, and prioritise functional, solutions-focused approaches to our partnerships. When we reference 'disability' or 'disabled people' we mean anyone who has a physical, sensory, or intellectual impairment (or learning disability); or who considers themselves 'disabled' under the Equality Act 2010 definition.

24 ▸ 25 ▸ 26 ▸ 27 ▸ 28

This Strategic Plan 2024 – 2028 highlights what you should be able to hold us accountable for, and how we will seek to work with partners and other stakeholders within and connected to the Sport Sector to achieve the inclusive ambitions we should all hold for Welsh Sport and what it offers disabled people. We will identify the stages of this intent and progress through our annual Operational Plans and our Annual Reports.





Our Shared Sector Vision

“An active nation where **everyone** can have a lifelong enjoyment of sport.”

DSW Mission

influence, include, inspire, insport

DSW Values

Champion Everyone

We believe in diverse and meaningful opportunity with people at the centre of all we do.

This means you will see us:

- Advocating and being an ally alongside diverse communities
- Calling out inequitable behaviour and action
- Listening and responding to what you need

Proudly Welsh

We embody and celebrate what it is to be Welsh.

This means you will see us:

- Using, learning, and celebrating Welsh language
- Keeping services local and trusted
- Welcoming you to all we do

Value Growth

We are committed to development and inclusive change and will always support that.

This means you will see us:

- Reflecting in action and changing for the better
- Learning from you and others
- Contributing and bringing something to the table

Highlight Possibility

We connect opportunities and prioritise partnerships, so people get what they need.

This means you will see us:

- Putting people and what they can do first
- Connecting you with opportunities, solutions and people who can make things happen
- Being curious about making things better

Connections in Wales

Of the funding received by Disability Sport Wales, 79% is from Sport Wales (Exchequer, Community and Performance National Lottery), however there is significant work which links into Health, Education, active recreation and equality and diversity portfolios.

This strategy has been mapped across to, and informed by the following key strategic documents:

- Wellbeing and Future Generations Act wellbeing goals and ways of working
- Welsh Government Plan for Equality in Wales (2024 – 2028)
- The sector vision for Sport
- Sport Wales Strategy: Enabling Sport in Wales to Thrive
- National Curriculum for Wales
- Public Health Wales Strategy 2023 - 2035
- Public Health Wales Strategic Plan 2023 - 2026
- Healthy Weight Healthy Wales Strategy 2030
- Healthy Weight Healthy Wales: Moving ahead in 2022 - 2024
- Natural Resources Wales Strategic Equality Objectives (2024 - 2028)
- Anti-Racist Wales Action Plan
- LGBTQ+ Action Plan for Wales
- Learning Disability Strategic Action Plan (2022 – 2026)

This strategy is an evolution of the previous DSW Strategy (2019–2023) and has been developed with the executive team and DSW Board (which has membership representation from the disability sector) and primary research conducted as part of DSW's Digital Transformation work.

The digital transformation consultation with disabled people who were NOT involved with physical activity (including sport) in Wales told us that as a sector we needed to:

1. Ensure that there is support with capacity within the sector to make inclusive changes (see Ambition 1.1, p.6; and Ambition 3.2, p.8).
2. Make better use of data to increase participation (see Ambition 1.2, p.6).
3. Improve the coordination of events across Wales so that people could engage with as many as possible and to avoid clashes (see Ambition 2.2, p.7).
4. Ensure that digital content is accessible, clear, and located in the right places, to better support participation (see Ambition 4.2, p. 9).
5. Improve sector understanding of demographics and the use of different social media channels for different groups (see Ambition 4.2, p.9).

We have reflected these needs within our Ambitions and will work with Sport Wales and the wider sector to reflect change.

Our Strategic Priorities and Ambitions



- 1** Establish effective partnerships for an inclusive sector culture.
- 2** Enable active inclusive pathways.
- 3** Empower (para) performance development.
- 4** Grow as a sector-leading, healthy, and accountable organisation.

Photo: Olivia Breen celebrates winning the T37/38 100m Final at Birmingham 2022 Commonwealth Games / Alamy

Strategic Priority 1:

Establish effective partnerships for an inclusive sector culture

1

Ambition 1.1

The insport programme philosophy of inclusion is embedded by all partners

All partners who work in physical activity (including sport) can clearly describe where they are on their inclusive journey and know where to get support to embed an inclusive culture.

You will know we are getting it right if:

- There are more delivery partners supported to attain insport Partnerships standards.
- There are more NGBs getting involved with, being supported, and progressing through the insport NGB standards.
- There are more organisations achieving insport Gold standards (NGBs and Partners).

inclusion + sport = insport

Strategic Priority 1: Establish effective partnerships for an inclusive sector culture

Ambition 1.2

Data and insight for physical activity (including sport) is inclusive of disabled people

All data and insight relevant to physical activity (including sport) accurately reflects the experiences of disabled people and enables better understanding for delivery.

You will know we are getting it right if:

- The School Sport Survey, the National Survey for Wales and the Wales Activity Tracker returns meaningful data from disabled children, young people, and adults.
- We consistently increase the range of research and insight within our Research Hub which gives focus to disabled people and populations.
- Organisations (NGBs, 3rd Sector Organisations, Local Authorities, Regional Partnerships and Clubs) can report data representative of their disabled membership.

Ambition 1.3

Participant-centred resources based around what people can do are co-developed and produced

All resources which refer to physical activity (including sport) positively represent disabled people.

You will know we are getting it right if:

- More organisations providing physical activity (including sport) are producing resources which change how they include disabled people in their programmes and provision.
- The Activity Inclusion Model (AIM) and STEP (Space, Task, Equipment, People) are embedded in all coaching and teaching resources which promote being physically active and playing sport.
- There is representation of disabled people in the language and imagery of resources developed by organisations.

Strategic Priority 2:

Enable active inclusive pathways

2

Ambition 2.1

The value of active recreation and being physically active within the pathway is championed

Stakeholders are clear about the value of inclusive active recreation and physical activity (not including sport), and its role within the pathway.

You will know we are getting it right if:

- The connections between DSW and Healthy Weight Healthy Wales strengthens, and learning is shared with partners about co-produced programmes (Health Disability Activity Pathway, Get Out, Get Active) leading to increased participation and involvement.
- Sustained and recurrent resources for Get Out, Get Active (GOGA)-style programmes are secured to ensure greater intersectional delivery and learning.
- Regional partnerships are supported to embed an inclusive approach from the point of formation and understand, consider, and provide for their communities of disabled people.



Strategic Priority 2: Establish active inclusive pathways

Ambition 2.2

Quality opportunities for all disabled people to be active for life are increased

There is wide-ranging opportunity for all disabled people in Wales to be active throughout their life, in different ways, at different levels, and within activities (including sports) of their choice.

You will know we are getting it right if:

- The number of disabled people (children and adults) who are active across Wales increases.
- insport Series events are delivered in partnerships with multiple diverse partners across Wales and include connected community opportunities for activity and sport.
- The number of clubs across Wales engaged in a standard of the insport Club programme increases, and they continue to make progress within or through standards.
- Partners deliver more coordinated opportunities and events which are inclusive of disabled people.

Ambition 2.3

Develop a diverse and skilled workforce who will champion and deliver inclusion

There is good representation within the workforce of disabled people across the pathway. Strong and knowledgeable workforce who are well supported to deliver inclusively.

You will know we are getting it right if:

- The percentage of disabled people within the sector workforce increases.
- UK Disability Inclusion Training becomes more widely embedded in partners learning programmes, therefore increasing numbers engaging with courses.
- The DSW Learning Series expands and is contributed to and eventually owned by partners.

Strategic Priority 3:

Empower (para) performance development



Ambition 3.1

Performance Pathways programmes thrive and successfully feed Welsh and GB pathways

Proactive partnerships which support para-athletes to progress from the Performance Pathway programme into GB and UK teams.

You will know we are getting it right if:

- The Para Sport Group continues to thrive and bring Paralympic and Para Commonwealth Games sports together to connect performance pathways and progression.
- Welsh athletes are constantly selected into European, World, Commonwealth and Paralympic Games teams.
- All Welsh Paralympic and/or Para Commonwealth Games (junior and senior) sports are delivering performance pathway programmes.

Ambition 3.2

Develop and support resilient inclusive pathways

Supporting and identifying resources for those para sports which do not have a recognised Governing body within Wales e.g. (Boccia, Wheelchair Basketball, Wheelchair Rugby, Goalball).

You will know we are getting it right if:

- Wales is delivering pathway opportunities for para specific sports in all regions.
- There is established leadership through a designated or specific NGB for each of the para-specific sports.
- There are sustainable resources identified for the development of each of the para-specific sports in Wales.

Strategic Priority 3: Empower (para) performance development

Ambition 3.3

Establish a world-leading para-athlete development programme

Enhanced provision of opportunities for para-athletes to increase physical competencies for sport involvement and competition.

You will know we are getting it right if:

- Wales is considered a go-to-host for para sport events and competitions.
- #inspire signpost numbers are maintained and individuals are effectively directed into pathways at the right pace for the athletes and the sports.
- A high-quality series of DSW Performance pathway camps and development opportunities are provided across Wales annually which strengthen the physical competencies of disabled people.
- Professionals (teachers, coaches, health practitioners) connected to the development of physical competency create and receive resources which are inclusive of disabled people and functional ability led.



Strategic Priority 4:

Grow as a sector-leading, healthy, and accountable organisation



Ambition 4.1

Resilient programme-linked income generation through partnerships and collaboration are secured

Be financially resilient by combining commercial and public resources for all programme area delivery.

You will know we are getting it right if:

- We retain healthy, positive relationships with current corporate partners, sponsors, and funders.
- We successfully identify more corporate and grant-giving opportunities which strengthen provision and work with partners.
- We deliver a high-quality range of events which income generate for DSW programmes and initiatives and strengthens the work of our partners.



Strategic Priority 4: Grow as a sector-leading, healthy, and accountable organisation

Ambition 4.2

Successful inclusive approaches within disability sport regionally, nationally, and internationally are communicated, co-promoted and profiled.

All organisations in Wales promote successes within disability sport in Wales, the UK and worldwide so that every disabled person and organisation knows what DSW do, and disabled people's achievements are recognised as equal to that of non-disabled people.

You will know we are getting it right if:

- Media coverage (national and organisation-led) increases relating to Para, Virtus, Special Olympic and Deaf athletes and their achievements, resulting in more space provided (print), engagements and followers (social media).
- Engagement continues with the DSW National Youth Board who hold us accountable and co-promote and profile opportunities to communities of young people.
- We have a strong presence within national and international conferences (presenting and as delegates).
- Understand better, influence and inform preferred digital communications with diverse communities of disabled people.

Ambition 4.3

Exceptional standards around people and well-being are achieved.

We are an organisation which protects our people and to whom other organisations turn to for best practice policy, ideas, and processes.

You will know we are getting it right if:

- We continue to make improvements to our Safeguarding systems, provision, and support (children and adults).
- We see a difference in the diversity of our membership, staff team and board (non-executive and National Youth) reflecting improvements through engagement with the Moving to Inclusion framework.
- Have a happy, healthy, and confident team who continue to drive the organisation, our objectives, and their own development forward.

What will be different by 2028

Strategic Priority 1

Establish effective partnerships for an inclusive sector culture.

- ▶ All Paralympic and Para Commonwealth Games NGBs, Regional Partnerships and Sport Wales resourced sector partner organisations are progressing with insport and can clearly describe their inclusion journey to their membership/communities.
- ▶ Four more organisations will have achieved insport Gold standard.
- ▶ The School Sport Survey (2026) and the quarterly Wales Activity Tracker surveys capture data which enables strong understanding of disabled children, young people, and adults' experiences and requirements for physical activity (including sport).
- ▶ All partners engaged with insport are frequently[1] producing resources[2] which reflect and provide information about the creation of environments which are inclusive of disabled people.
 - [1] By 'frequently' we mean that more than 50% of all resources produced by a partner are reflective of disabled people.
 - [2] By 'resources' we mean materials that are produced to inform, make aware, or educate. These may be print, digital (still or moving), or audio.
- ▶ There is strong collaboration with Health, Education and those involved with green and blue spaces on the value of inclusive active recreation and physical activity.

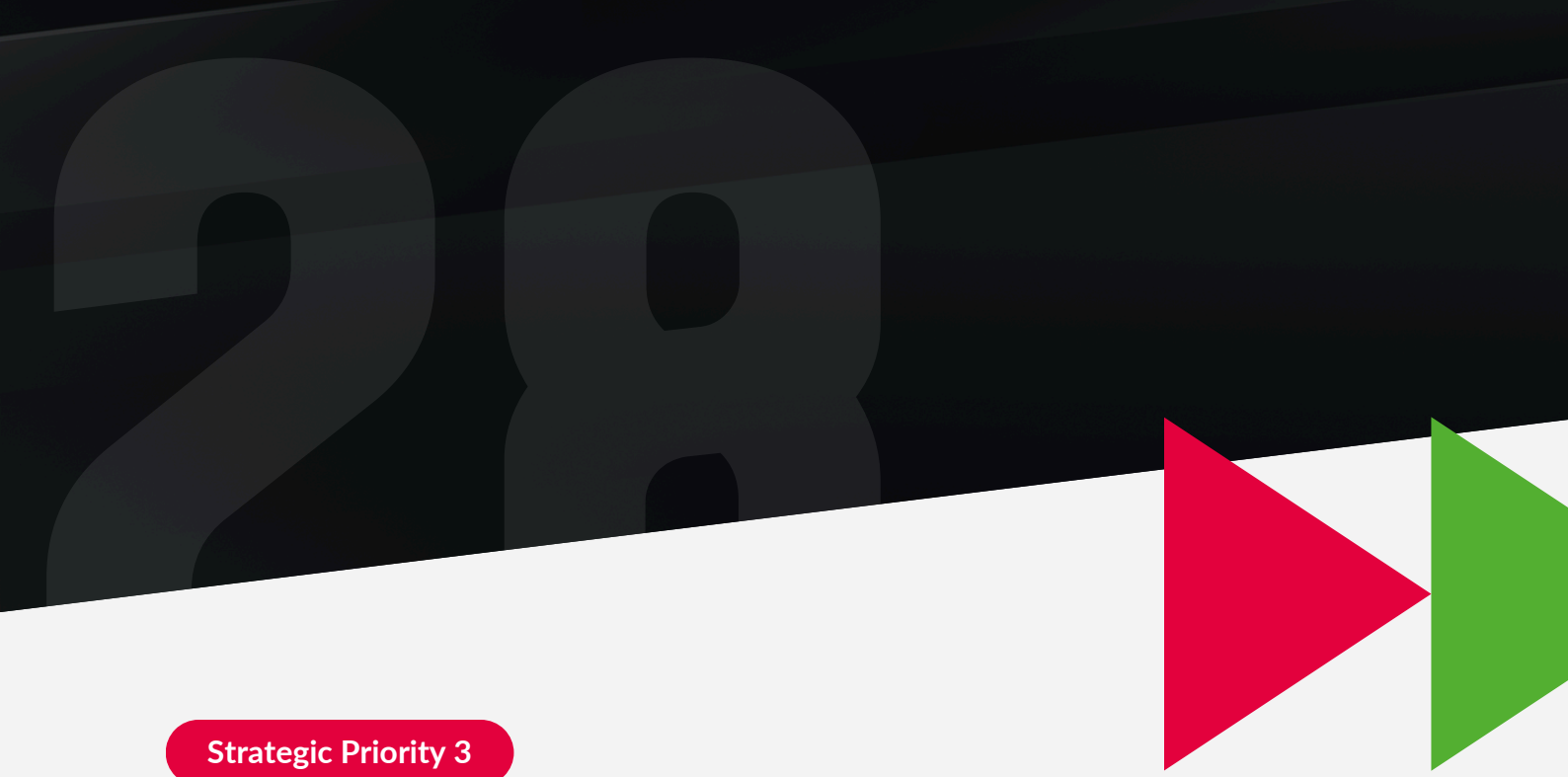
What will be different by 2028:



Strategic Priority 2

Enable active inclusive pathways.

- ▶ Embed the GOGA Principles into partnership with Welsh sector partners inside and outside of sport to increase participation for disabled people who are also members of other communities who share protected characteristics (i.e. women and girls, global majority communities, LGBTQ+, etc).
- ▶ 60 insport Series events have been delivered with partners across Wales and link people to local opportunity and choice.
- ▶ 100% of insport NGBs are using insport Club, or it is cross accredited through their NGB club accreditation equivalent.
- ▶ Disabled people represent 21% of the sector workforce and reflect good intersectional diversity.
- ▶ UK Disability Inclusion Training is embedded within 5 NGB's coach education provision.
- ▶ Over 4,000 people within the sector have completed at least one level of a UK Disability Inclusion Training package.



Strategic Priority 3

Empower (para) performance development.

- ▶ Welsh athletes reflect 10% of the total team size at Summer (2024) and Winter (2026) Paralympic Games, Commonwealth Games, and World Championship teams.
- ▶ The membership of the Para Sport Group is proactively engaged with performance pathways for their para-athletes.
- ▶ Continued engagement with Welsh Government, UK Sport and National Governing Bodies for the delivery of prioritised National and International competitions hosted in Wales.
- ▶ Boccia Wales and Goalball Wales are hosted entities within DSW and resourced for development and performance pathway.
- ▶ Wheelchair Basketball and Wheelchair Rugby in Wales are connected into other Welsh NGBs who will support their development in partnership with DSW and the GB governing body.
- ▶ 300 #inspire forms have been received and processed connecting individuals into the most appropriate part of the pathway.
- ▶ 120 athletes have been consistent^[1] attendees at Performance Development camps and sessions.
[1] By 'consistent' we mean that an individual has attended more than 70% of the sessions available to them.
- ▶ All physical competency-focused resources led by Sport Wales or Disability Sport Wales guide inclusive development and are functional ability-led.



Strategic Priority 4

Grow as a sector-leading, healthy, and accountable organisation.

- ▶ Have identified and retained 4 corporate partners (1 for each Strategic Priority area).
- ▶ Grant resources are secured to a) continue the II/LD and Deaf Sport Senior Officer posts and b) provide a programme budget for the II/LD Alliance and Wales Deaf Sport.
- ▶ DSW have delivered 8 national events and have contributed to 16 national or international conferences.
- ▶ 100% of Para Sport Group members are leading their para-focused social media and communications.
- ▶ We have achieved or retained the highest levels within all governance frameworks (Safeguarding, Anti-Doping, Moving to Inclusion, Capability and Accountability, Charity Code for Good Governance).
- ▶ Wellbeing scores within the team and board are high, and people feel trusted, protected, and developed.
- ▶ We will be making strong appointments to the DSW team and board from applicants who reflect the diversity of Welsh society and are over-representative of disabled people.

Monitoring and Evaluation

We will ensure that we communicate the monitoring and evaluation of our progress and the programmes we use to achieve our strategic priorities annually. We will outline what we intend to do specifically each year through our Operational Plans.

We will report our progress and reflect on change in the following ways:

- ▶ The production of our Annual Report and Financial Statements in October each year to fulfil our statutory obligations to the Charity Commission and Companies House, but also to the people of Wales.
- ▶ Communication, alongside partners, of their achievements and successes for inclusive change and action throughout each year via our website, social media and through nominations to awards.
- ▶ Annual reporting of our equity and diversity data, what is different and what we still need to do.
- ▶ Identify our progress and achievements within:
 - Sport Wales Capability Framework
 - The Charity Code of Governance
 - Moving to Inclusion
 - The CPSU/NSPCC Safeguarding Framework for Sport
 - The Ann Craft Trust Safeguarding Adults in Sport Framework
 - The UK Anti-Doping Framework

