

Wales Strategic Volunteering Project

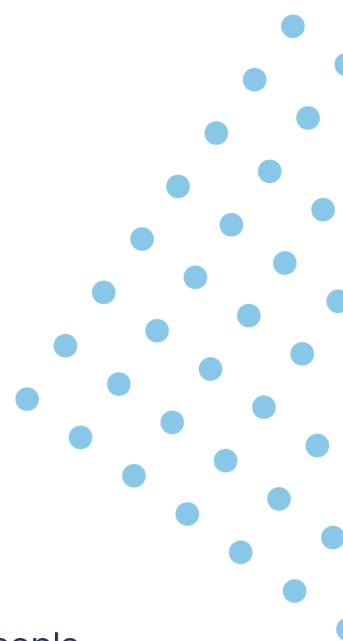
**Volunteering at the Board, Trustee and
Management Level in the Community Sport
Sector in Wales: Next Steps in Delivering
Collaborative Cross-Sector Solutions**

May 2026



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Introduction



The Wales Strategic Volunteering Project (WSVP), delivered by Sported and funded by Wales Council for Voluntary Action (WCVA), aims to enhance the capacity and impact of board, trustee and management level volunteering for community groups across Wales delivering sport and physical activities.

It has consisted of three stages so far:

1. enhance understanding of, and report on, the landscape of volunteering at this level within community groups in Wales.
2. provide a series of recommendations to stakeholders within the sector on how best to achieve such an increase in capacity and impact.
3. support engagement among stakeholders to develop clear, achievable action plans and cross-sector collaboration for implementing these recommendations.

In doing so, the project looks to connect with, and support, the Welsh Government's Wellbeing of Future Generations Act. In particular, the project focuses on the skills and development of volunteers (a prosperous Wales), an inclusive and accessible volunteering sector (a more equal Wales), and a volunteer community promoting and protecting local communities as well as engaging in sports and recreation (a Wales of vibrant culture and thriving Welsh language).

About this report

This report details the findings from stage three of the Wales Strategic Volunteering Project. It summarises the work of five action groups, each focused on a theme from the stage two findings: Recruitment, Upskilling, Reward and recognition, Efficiencies and innovation, and Empowering pathways for young people and marginalised groups. These action groups comprised key strategic partners engaged in the sport, community, and voluntary sectors across Wales.

The report starts with snapshot summaries of the project's recommendations/solutions sorted by geography level (national, regional, and local). These snapshots show the estimated delivery time and priority level for each recommendation, as considered by the action groups focusing on each theme of the project.

It then summarises the findings of these working groups around the timeframes, costs, and cross-sector collaboration needed to deliver the recommendations/solutions. Any specific next steps to take these forward, where they were identified by these working groups, are also included.

The report emphasises cross-sector engagement throughout and concludes with a call for sector-led collaboration in delivering the project's recommendations. It focuses on this need for coordinated and sustained action to achieve these goals that reflect the voice of the sector and its ambition for the future.



Wales Strategic Volunteering Project Action Groups

47 individuals from 36 organisations came together to form the five Action Groups. As the work progressed, gaps in specific expertise were identified, and additional contributors were brought in, increasing participation to 51 individuals from 40 organisations.

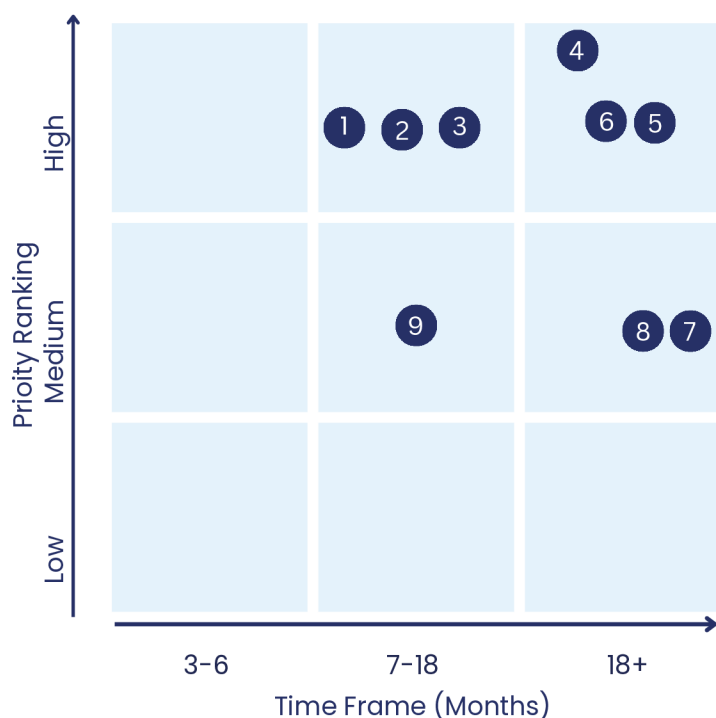
This broad range of insight and experience represents diversity of perspectives across the community, voluntary, and sport landscape in Wales. It ensures that the report's recommendations are practical, relevant, and truly representative of the wider sector and the communities they serve.

The authors of this report would like to thank the organisations who led these Action Groups and all those who contributed to these groups' work.



National

The illustration below demonstrates the urgency (priority ranking) and estimated time frame for delivery of project recommendations at the **national level**.

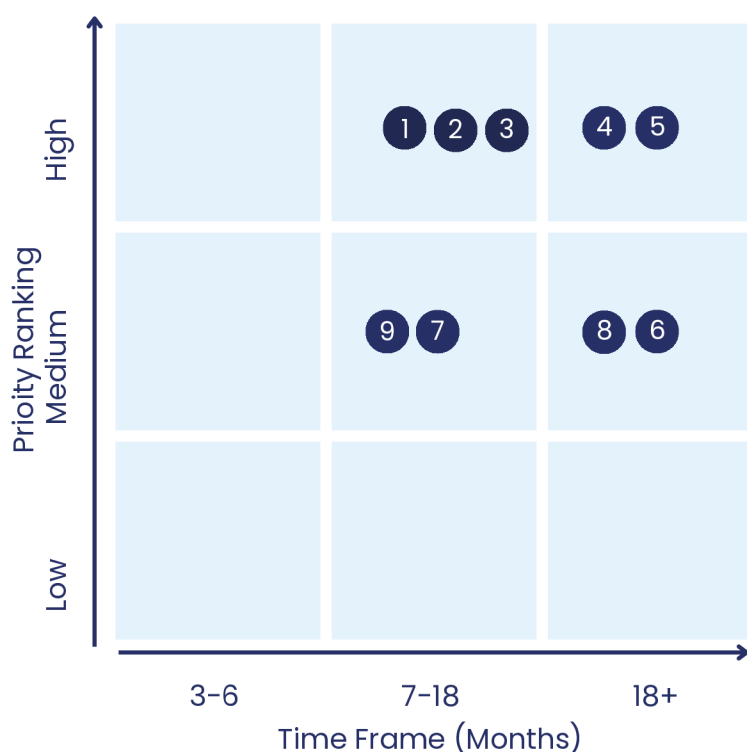


- 1 Change the language and scope of volunteer positions to encourage young people to engage with them.
- 2 Work with national bodies to simplify and streamline administrative processes and requirements for community groups.
- 3 Support a centralised online learning platform.

- 4 Work with strategic stakeholders to create new or expand existing incentives and systems that recognise, reward, and celebrate volunteers in board, trustee, and management roles.
- 5 Encourage greater emphasis on the benefits of volunteering for career development and skills.
- 6 Develop and promote a national database of volunteering opportunities at the board, trustee, and management level.
- 7 Emphasise the benefits of volunteering for career and personal development.
- 8 Develop upskilling as an integral part of annual accreditation /affiliation processes.
- 9 Highlight success stories and create campaigns that showcase the journeys and achievements of individuals from marginalised groups who have succeeded in board and committee roles.

Regional

The illustration below demonstrates the urgency (priority ranking) and estimated time frame for delivery of project recommendations at the **regional level**.

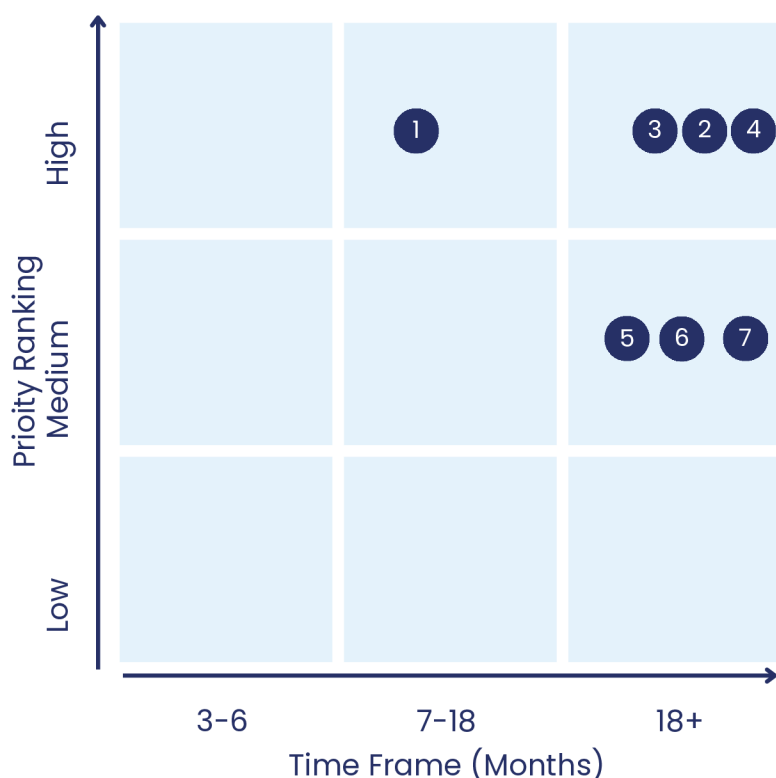


- 1 Establish strong support networks to ensure ongoing development, support, and retention of diverse board and committee volunteers within the sports sector.
- 2 Develop networking opportunities that connect volunteers in board, trustee, and management roles.
- 3 Create capacity-sharing schemes to recruit volunteers to the same role across multiple organisations.
- 4 Provide awareness, knowledge, and support for current board and committee members to emphasise the importance and benefits of diversity and inclusion in their organisations.

- 5 Harness corporate volunteering schemes to provide additional capacity.
- 6 Support more connections between community groups and educational institutions.
- 7 Develop mentoring schemes across regions to support volunteers in board, trustee, and management roles.
- 8 Support more connections between community groups and educational institutions in their region that help meet volunteer recruitment and learning needs at the committee level.
- 9 Establish development programmes aimed at individuals from marginalised groups, incorporating peer support, mentorship, and formal training.

Local

The illustration below demonstrates the urgency (priority ranking) and estimated time frame for delivery of project recommendations at the **local level**.



- 1 Develop and encourage accessible processes that fit around volunteers' other responsibilities and recognise what volunteers can do with the time they have.
- 2 Empower young people to volunteer at the board, trustee, or management level.
- 3 Support groups to develop recruitment and retention approaches that reduce time pressures on existing/interested committee members.

- 4 Empower young people by tailoring opportunities, training, and volunteer experiences to better meet their life experience and circumstances.
- 5 Develop Youth Boards that act as learning springboards to other committees.
- 6 Empower youth roles with genuine responsibility within an accepting and supportive environment.
- 7 Increase recognition of the lived experience and skills young people bring to these roles beyond more traditional longer-term office-based experience.



Recruitment



Recruitment



The proposals in this section will help support community groups in recruiting volunteers to board, management, and trustee roles.

The most important of these proposals, as identified by the working group, focus on providing a clear and accessible platform for advertising volunteer roles at these senior positions and cross-sector support to reduce time pressure on volunteers in or interested in these roles.

Such actions, and all those aimed at supporting recruitment, need input from stakeholders across multiple sectors. Such cross-sector collaboration should include:

WCVA

Regional Sport Partnerships

County Voluntary Councils (CVCs)

Sported

National Governing Bodies (NGBs)

Educational institutions

Youth Sport Trust

Local Authorities

CIMSPA



Recruitment



Develop and promote a national database of volunteering opportunities at the board, trustee, and management level

High priority

Long term
(18+ months)

National level

Currently the landscape of platforms for volunteer recruitment is fragmented, with several digital tools doing this job. Creating a single, accessible portal streamlines this process, enabling community groups to use a single well-advertised and promoted portal to advertise their board volunteering vacancies across multiple platforms. It will increase access to a large pool of skilled volunteers and empower potential volunteers to more easily engage with such opportunities.

Achieving this requires cross-sector collaboration to:

- Engage with relevant stakeholders to explore alignment with current systems and avoid platform duplication.
- Identify a preferred platform, focusing on ease of use and potential connections to existing databases.
- Ensure the platform is communicated/promoted to strategic stakeholders in the sector.
- Communicate/promote the platform to community groups.

Additional stakeholders to support such actions could include Volunteering Wales, Welsh Sports Association (WSA), StreetGames, Reach Volunteering, and local Sport Development Teams. Any costs associated with the recommendation are expected to relate primarily to staff time, coordination, communication, and the promotion of any final platform.



Recruitment



Support community groups to develop recruitment and retention approaches that reduce time pressures on existing committee members and those interested in volunteering at this level

High priority

Long term
(18+ months)

Local level

A key barrier to effective recruitment and retention of volunteers in senior roles is the time pressure exerted on all those involved in these processes. Reducing such time burdens will enable community groups to build more effective recruitment/retention strategies and reduce a known barrier for applying to/continuing in these roles.

Key actions to achieve this moving forward include:

- Introduce clear role descriptions across the voluntary sector for board, management, and trustee positions.
- Encourage flexible and role-specific volunteering opportunities, with trial periods before final commitment.
- Develop opportunities for upskilling existing board volunteers around mentoring of those interested in such roles in the future.

Regional Sports Partnerships, CVCs, local voluntary sector infrastructure organisations, and local development staff are key additional stakeholders for such joint action. Costs are expected to be low and likely to be associated with developing resources and the time necessary to deliver them for community groups.

Recruitment



Further support for community groups around recruitment of volunteers at the board, management, and trustee level can be achieved through the following proposals. Collectively, these actions will increase the pool of volunteers available, especially in connecting with young people willing and able to take on such roles.



Support more connections between community groups and educational institutions in their region, including universities and colleges

Medium

Long term
(18+ months)

Regional level

Key actions to achieve this moving forward include:

- Build relationships and collaborate closely with student unions, Active Partnerships, and SEP to engage Higher/Further Education providers.
- Develop marketing materials aimed at young people at HE/FE organisations.
- Support schemes for young people at HE/FE providers to learn from existing board, trustee, and management networks.

Costs are likely to be modest, relating to coordination, partnership development, and promotion of opportunities.



Recruitment



Develop Youth Boards that act as learning springboards for participants to move into committees at other organisations

Medium

Long term
(18+ months)

Local level

Key actions to achieve this moving forward include:

- Reviewing existing youth board participation schemes across Wales.
- Engage with organisations with existing experience of supporting young leaders, such as the King's Trust and Duke of Edinburgh's Award.
- Connect with youth sector organisations more generally, such as Children in Wales.

Costs are most likely to relate to training, facilitation, and any resources to support potential youth leadership programmes.



Recruitment



Encourage greater emphasis on the benefits of volunteering for career and personal development

Medium

Long term
(18+ months)

National level

Key actions to achieve this moving forward include:

- Identify new channels within potential recruitment pools to promote the positive benefits of volunteering, such as business schools.
- Build cross-sector collaboration with the NHS, Welsh government, mental health charities, and employers to gather and share evidence of positive personal outcomes through volunteering.
- Use social media to amplify the message of positive personal development outcomes through volunteering.

Costs are most likely to arise from additional research and evaluation around the health and wellbeing benefits to volunteering in these roles.





Upskilling





Proposals in this section support upskilling volunteers interested in, or currently serving on, board, management, and trustee assignments.

The working group identified two proposals as high priority in this area. These centred on a centralised online learning platform and ensuring opportunities, training, and volunteering experiences more effectively meet young people's lived experiences.

Stakeholders specific to each individual recommendation are highlighted throughout this section, but the primary sector partner identified for this theme was:

National Governing
Bodies (NGBs)



Upskilling



Support national stakeholders to develop, promote, and actively engage community groups with a centralised online learning platform

High priority

Medium term
(7–18 months)

National level

Locating resources to develop skills relevant to board, management, and trustee roles can be a challenging and time-consuming process for volunteers. A centralised online learning platform, promoted across the voluntary sector, provides an accessible toolkit for individual volunteers to upskill in their own time. It also acts as a resource bank for community groups, with consistent templates, tools, and role descriptors to support administering their group.

The single most pressing action in achieving this project proposal is:

- Implement a scoping exercise to map out existing online learning platforms and the organisations who currently host these.

It's important to note that individual group's circumstances – sport/physical activity, affiliated NGB, needs and capacity, etc. – will affect engagement with any such platform. The scoping exercise will provide valuable learning about what currently exists and the uptake of such platforms. It requires support from sport NGBs, WCVA, Sport Wales, WSA, and CIMSPA. Costs are likely to be low and would stem from the scoping exercise.

Upskilling



Empower young people to volunteer at the board, trustee, or management level by tailoring opportunities, training, and volunteer experiences to better meet their life experience and circumstances

High priority

Long term (18+ months)

Local level

Initial project research revealed a lack of confidence and perceived lack of experience in senior volunteer roles can limit young people's engagement in such roles. Tailoring role opportunities and training to meet their lived experience and existing circumstances will empower more young people to engage with volunteering in board, management, and trustee positions.

To do so, the working group identified these critical next steps:

- Ensure these are materially different from existing upskilling programmes across the sport and physical activity sector given such programmes tend to focus more on coaching.
- Support community groups to develop youth-focused committees and leadership roles/portfolios.

Close collaboration between community groups and NGBs is necessary to deliver these actions.



Upskilling



Two further proposals, reviewed by the Upskilling working group, outline the ways in which cross-sector collaboration can effectively support upskilling volunteers in board, trustee, and management roles. These are:



Develop upskilling as an integral part of annual accreditation / affiliation processes

Medium

Long term
(18+ months)

National level

- Support sport NGBs in reviewing and updating affiliation processes to incorporate volunteer upskilling.



Develop mentoring schemes across regions to support volunteers in board, trustee, and management roles

Medium

Medium term
(7-18 months)

Regional level

- Map the current landscape of mentoring schemes across partners/sports/activities, connecting with Regional Sports Partnerships, Local Authorities, and individual community sport groups to do so.
- Gather learning from this exercise and any other current examples of good practice, including from relevant organisations with existing mentoring schemes.





Reward & Recognition



Reward & Recognition



These proposals focus on the next steps and stakeholder collaboration required to deliver proposals that increase incentives for, and recognition of, volunteers in board, management, and trustee roles.

Critical next steps in this area are to create or develop existing means of recognising, rewarding, and celebrating those who volunteer at board, trustee, and management levels and develop corporate volunteering schemes within communities to provide additional capacity.

Delivering on these proposals needs close cross-sector collaboration at national and regional levels in Wales. This includes the following sector partners:

Sport Wales

Regional Sport
Partnerships

Welsh Government

Voluntary Sector
Organisations





Reward & Recognition



Work with strategic stakeholders across Wales to create new or expand existing incentives and systems that recognise, reward and celebrate volunteers in board, trustee and, management roles

Very high priority

Long term
(18+ months)

National level

While there are existing opportunities to recognise and reward the incredible volunteers who support community groups across Wales, it's vital to provide such spaces for those specifically devoting their time at the committee, management, and trustee level.

The working group identified several next steps to achieve this outcome. These include:

- Map – and learn from – existing methods of volunteer tracking, reward, and recognition across the sector.
- Provide support to small organisations who have a national remit to monitor, manage, and reward volunteers.
- Engage with existing award systems in Wales, such as the St David Awards.

Doing so requires cross-sector engagement at the national level in Wales. Collaboration with multiple stakeholder partners is vital to effectively understand and build on the existing landscape of volunteer reward and recognition.



Reward & Recognition



This includes engaging with:

- Sport and physical activity organisations who currently track and monitor volunteer engagement, such as parkrun and the Football Association of Wales.
- Digital and marketing partners responsible for existing reward and recognition systems.
- National media partners, such as BBC Sport Cymru.



Conscious of budget constraints, the working group noted a more cost-effective approach to supporting reward and recognition may be in delivering a cross-sector standalone event in place of individual NGBs and other organisations running separate ones.



Reward & Recognition



Harness corporate volunteering schemes within communities to provide additional capacity

High priority

Long term
(18+ months)

Regional level

Corporate volunteering schemes offer an existing capacity-building solution for meeting the volunteer recruitment/skills needs of community groups. However, it's not immediately clear the extent to which these schemes currently deliver specifically around opportunities targeted at the board, management, and trustee level. This proposal will support more employees across organisations in Wales to volunteer in senior roles vital to the successful running of community sport groups in their region.

The working group outlined an initial two-step process for delivering this solution:

- Map existing corporate volunteering schemes within Wales's regions.
- Deliver a campaign, through LinkedIn, that raises awareness of social corporate responsibility, success case studies, and how such schemes can be replicated.

Additional partners will be identified through the mapping exercise, but WCVA and community voluntary services are key initial stakeholders for this approach. Costs would be connected to people's time and the marketing resources required to develop and deliver the LinkedIn campaign.





Reward & Recognition

Additional support to increase the reward for, and recognition of volunteers, at the board, management, and trustee level includes the following project proposals.



Empower youth roles with genuine responsibility within an accepting and supportive environment, such as through voting positions on boards for young people

Medium

Long term
(18+ months)

Local level

- Deliver a pilot programme, in conjunction with CIMSPA and an interested Further Education provider, that supports placements for young people in community groups.
- Focus the programme on areas relevant to senior volunteer roles, such as marketing, management, facilities, and operations.
- Connect with Youth Sport Trust, regional sports partnerships, and the Department of Work and Pensions to further develop this programme.

Costs are likely to include people's time and the resources to deliver the pilot programme.



Reward & Recognition



Increase recognition of the lived experience and skills young people bring to these roles beyond more traditional longer-term office-based experience

Medium

Long term
(18+ months)

Local level

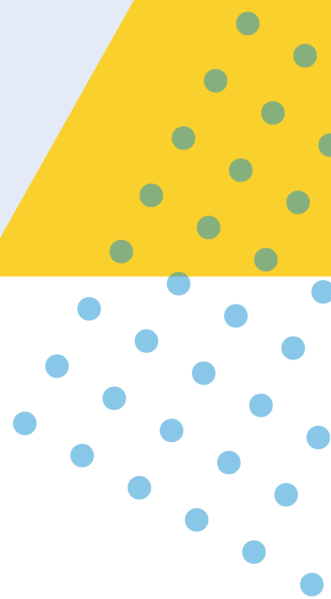
- Consult with existing youth panels across education, NGB, and national youth sectors to better understand what 'increased recognition' of lived experience/skills looks like for young people.

This is best achieved in collaboration with any organisation in the sport and physical activity sector who currently has an engaged youth board/panel. Costs are primarily related to people's time in running such a consultation.





Efficiencies & Innovation



Efficiencies & Innovation



The following actions and stakeholder collaboration support building the capacity of, and enhancing processes for, volunteers in board, management, and trustee roles.

Every proposal in this area was rated as a high priority by the working group. This reflects the fact that a critical challenge in volunteering at the board, management, or trustee level is limited capacity or inaccessible opportunities. The following proposals help reduce the time burden on volunteers, supporting volunteers – and their groups – to make the most of the time they have available.

The importance of these recommendations for supporting volunteers and their community groups is apparent in the cross-sector collaboration needed to take such recommendations forward. Multiple stakeholders are identified as necessary for cross-sector engagement on this theme, including the following:

WCVA

Regional Sport Partnerships

Sport Wales

Sported

National Governing Bodies (NGBs)

Youth Sport Trust

WSA

National Partners

CIMSPA

Efficiencies & Innovation



Work with national bodies to simplify and streamline the administrative processes and requirements for community groups

High priority

Medium term
(7-18 months)

National level

- Gather National Bodies into a single (virtual or physical) space to identify common processes/requirements and learn from each other to gain efficiencies and find opportunities to collaborate and innovate.
- Explore existing digital platforms to maximise the streamlining process, such as Club Solutions, WSA Club Hub, and Support4Sport.

Additional partners that can support in this area include the Sports Governance Agency, Urdd, wider voluntary sector support organisations, and sport NGBs. Costs are estimated as minimal for the cross-sector collaboration (less than £5,000) but developing and integrating a digital system will add cost (£20,000 - £30,000).

Efficiencies & Innovation



Change the language and scope of volunteer positions to encourage young people to engage with them

High priority

Medium term
(7-18 months)

National level

- Ensure roles/titles are more appealing/targeted to young people.
- Consider Welsh Language to ensure positive engagement/inclusion.
- Provide examples through webinars and case studies to demonstrate good practice at all levels, influencing organisations to proactively seek change in this area.

The working group identified Urdd as a key stakeholder for this proposal and noted costs are likely to be focused around the time/resources for cross-sector collaboration (less than £10,000).



Efficiencies & Innovation



Create capacity-sharing schemes that provide opportunities to recruit volunteers to the same role across multiple organisations

High priority

Medium term
(7-18 months)

Regional level

- Enhance Sported's Volunteer Consultant team, developing a deeper pool of highly skilled volunteers that can support committees.
- Develop the WSA Support4Sport platform to support marketing of volunteer roles.
- Micro credentials/language should be considered to ensure project speaks to a range of people.
- Develop networking opportunities for volunteers in board, management, and trustee roles.

The cost for such actions mostly falls on developing any digital services associated with the proposal, but the working group noted it's vital for appropriate costs to be allocated for engagement with local communities, Regional Sports Partnerships, and the Sported Volunteer Consultant network. Key partners to engage around this proposal include Urdd and the National Institute for Sport & Health.



Efficiencies & Innovation



Develop networking opportunities across regions that bring volunteers in board, trustee, and management roles together

High Priority

Medium term
(7-18 months)

Regional Level

- Build on Sported's existing regional networks, in collaboration with Regional Sports Partnerships, to enhance knowledge-sharing, networking, and collaboration opportunities specific to board, management, and trustee volunteers.

The working group estimated the cost for such regional networks as between £10,000 – £30,000.



Develop and encourage accessible processes that fit around volunteers' other responsibilities and recognise what volunteers can do with the time they have

High Priority

Medium term
(7-18 months)

Local level

- Use the WSA Support4Sport app as a platform for case studies and webinars focused on good practice in supporting roles that fit with volunteers' available time.
- Focus on good storytelling to influence community groups in shaping role requirements in this way.

Costs for this approach are split between collaboration (estimated between £5,000 – £10,000) and the development/marketing of the Support4Sport app for this purpose (estimated between £20,000 – £30,000).



Empowering Pathways for Young People & Marginalised Communities



Empowering Pathways for Young People & Marginalised Communities



These proposals increase opportunities and improve experiences for young people and marginalised communities to volunteer at the board, management, and trustee level. Encouraging more young people and those from marginalised groups to volunteer at sport and physical activity groups in their local area benefits both individuals and their communities.

It expands the pool of potential volunteers for these vital club roles, builds confidence and skills for people not commonly able or available to take on these roles, and benefits groups through a greater range of lived experiences and skillsets from those in their community.

All the proposals below were defined as high priorities by the project working group, indicating the significance of encouraging – and supporting – more young people and those from marginalised groups to volunteer at the board, management, and trustee level. The working group identified the following as the key sector partner to support collaboration and delivery around the recommendations in this area:

WCVA



Empowering Pathways for Young People & Marginalised Communities



Encourage greater emphasis on the benefits of volunteering for career development and skills

High priority

Long term
(18+ months)

National level

- Map existing good practice, including the FAW's Youth Council and programmes by the Youth Sport Trust and StreetGames.
- Consult further with young people to ensure this proposal meets their needs.

While no specific costs were noted for this proposal, the working group emphasised delivering such actions will require close engagement with education institutions and youth sector organisations.



Provide awareness, knowledge, and support for current board and committee members to emphasise the importance and benefits of diversity and inclusion in their organisations

High priority

Long term
(18+ months)

Regional level

- Connect with stakeholders interested in such broader change, such as the Welsh government, Sport Wales, and CWVYS to explore these conversations.
- Reflect with cross-sector partners on whether such wider cultural change is within the remit of this project.



Empowering Pathways for Young People & Marginalised Communities



Establish strong support networks to ensure ongoing development, support, and retention of diverse board and committee volunteers within the sports sector

High priority

Medium term
(7-18 months)

Regional level

- Build on existing good practice to ensure more strategic relationships between relevant sectors with the resources and interest to deliver such network.
- Map the existing support in this space, consulting with organisations across the health, sport, wellbeing, and youth sectors.



Empower young people to volunteer at the board, trustee or management level

High priority

Long term
(18+ months)

Local level

- Consider excellent current work by Children in Wales and FAW in this space.
- Support community groups to improve or create environments where young people feel comfortable giving feedback at their group.
- Support community groups and young people in their local area in identifying and communicating existing role models.



Empowering Pathways for Young People & Marginalised Communities



Establish development programmes aimed at individuals from marginalised groups, incorporating peer support, mentorship, and formal training

Medium priority

Medium term
(7-18 months)

Regional level

- Consult further with young people to understand their perspectives on leadership and development (rather than an exclusive focus on older volunteers' perspective).
- Deliver a scoping exercise to map existing development programmes.

The working group noted a range of partners suited for collaboration around this goal, including young people themselves, their community groups, and public sector support organisations. WCVA were identified as a well-positioned organisation to take this proposal forward.



Support more connections between community groups and educational institutions in their region, including universities and colleges, that help meet volunteer recruitment and learning needs at the committee-level

Medium priority

Long term
(18+ months)

Regional level

- Create a community-based young ambassador programme, learning from – and building on – existing examples of young ambassador schemes in action.

Such a programme requires engagement from a variety of stakeholders at different levels. The working group advocated beginning at the Welsh government level and then cascading down through regional partners, including education institutions, youth sector organisations, and community groups.



Empowering Pathways for Young People & Marginalised Communities



Highlight success stories and create campaigns that showcase the journeys and achievements of individuals from marginalised groups who have succeeded in board and committee roles

Medium priority

Medium term
(7-18 months)

National level

- Connect with existing campaigns around this theme, such as IWillweek, Trustees Week, Volunteers Week, International Day of Volunteering, Student Volunteers Week, and St David's Day.
- Develop a more precise understanding of what success looks like in this context.
- Use a centralised space to share examples of this good practice in action.

Stakeholders in the education and youth sectors are ideal partners for this work.





Conclusion

Conclusion

This report represents an important milestone in the Wales Strategic Volunteering Project, moving beyond insight and recommendation into a phase defined by collaboration, ownership, and action.

The solutions and associated actions outlined throughout this document carry particular weight and credibility because they have not been developed in isolation. Rather, they are the product of a collective process, shaped, tested, and refined by a diverse group of stakeholders from across the sport, voluntary, and community sectors in Wales.

This collaborative ethos underpins their validity. It ensures that the proposed approaches are grounded in real operational experience, reflective of genuine need, and aligned with the practical realities of those responsible for delivery.

Crucially, the solutions are not just conceptually sound, they are owned by the sector. The Action Groups have brought together organisations with the insight, influence, and capability to effect change and the outputs reflect a shared commitment to progress.

There is a clear opportunity and indeed a collective responsibility for stakeholders across Wales to build upon this work. The actions identified sit firmly within the missions, skills, and capacities of those involved, offering a strong foundation from which organisations can either lead or actively contribute. In this sense, this report should not be viewed as an endpoint, but as a catalyst encouraging partners to move forward with confidence, knowing that the direction of travel has been shaped by the sector, for the sector.

However, it is equally important to recognise the nature of the challenge that lies ahead. Strengthening volunteering at board, trustee, and management level within community sport is not a problem that can be solved through a single intervention, nor by any one organisation acting alone. The picture presented here is more akin to a jigsaw than a linear pathway. Each action, whether focused on recruitment, upskilling, recognition, innovation or inclusion, represents a vital piece. Progress will depend on how effectively these pieces are brought together through coordination, shared understanding and sustained collaboration.



Conclusion

There is no magic wand solution. Rather, meaningful and lasting change will emerge from generous leadership and the combined efforts of a committed and connected sector.

This reinforces the importance of continued partnership working. The strength of the Welsh sport and voluntary sector lies in its diversity, encompassing national governing bodies, community organisations, infrastructure bodies, educational institutions and public sector partners. Each has a distinct role to play, bringing different expertise, resources and perspectives. By harnessing this collective strength, and by aligning efforts around the shared priorities outlined in this report, there is a genuine opportunity to create a more resilient, inclusive, and effective volunteering system. One that not only sustains community sport but enhances its capacity to deliver wider social impact in line with the Wellbeing of Future Generations (Wales) Act.

At the heart of this entire agenda is volunteering itself. Volunteering is the foundation upon which community sport in Wales is built and nowhere is this more evident than in the often-unseen contributions of those serving in governance and leadership roles. Board members, trustees, and committee volunteers are the custodians of clubs and organisations: they provide direction, ensure sustainability, and enable opportunities for participation to exist and thrive. Too often, their impact goes unrecognised, yet their role is critical not only to the effective functioning of individual organisations, but to the long-term health and success of the sector as a whole.

Recognising, supporting, and developing this cohort of volunteers is therefore not optional, it is essential. By investing in their recruitment, skills, experiences and recognition, the sector strengthens its own foundations. Moreover, it enhances its ability to drive long term societal change, creating more inclusive opportunities, stronger communities, and improved wellbeing outcomes across Wales.

In conclusion, the work of the Action Groups provides a clear and credible framework for progress. It reflects the voice of the sector and its ambition for the future. The challenge now is to translate this shared vision into sustained, coordinated action, drawing on the collective power of the sector to assemble the pieces of the jigsaw and deliver meaningful, lasting change.





Appendix

Appendix: Recruitment



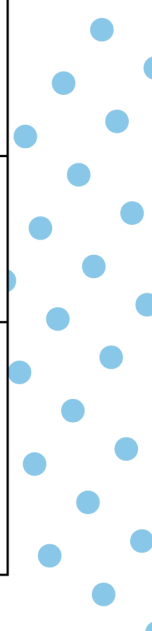
Recruitment			
Recommendation/solution	Priority level	Area focus	Timeframe
National database of volunteering opportunities at the board, trustee and management level.	High	National	Long (18+ months)
Support groups to develop recruitment and retention approaches that reduce time pressures on existing/interested committee members.	High	Local	Long (18+ months)
Support more connections between community groups and educational institutions.	Medium	Regional	Long (18+ months)
Develop Youth Boards that act as learning springboards to other committees.	Medium	Local	Long (18+ months)
Emphasise the benefits of volunteering for career and personal development	Medium	National	Long (18+ months)



Appendix: Upskilling



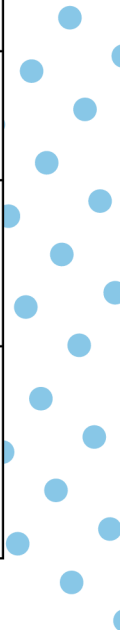
Upskilling			
Recommendation/solution	Priority level	Area focus	Timeframe
Support a centralised online learning platform.	High	National	Medium (7-18 months)
Empower young people by tailoring opportunities, training and volunteer experiences to better meet their life experience and circumstances.	High	Local	Long (18+ months)
Develop upskilling as an integral part of annual accreditation/affiliation processes.	Medium	National	Long (18+ months)
Develop mentoring schemes across regions to support volunteers in board, trustee and management roles.	Medium	Regional	Medium (7-18 months)





Appendix: Reward & Recognition

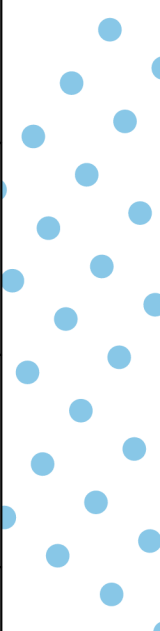
Reward and recognition			
Recommendation/solution	Priority level	Area focus	Timeframe
Work with strategic stakeholders to create new or expand existing incentives and systems that recognise, reward and celebrate volunteers in board, trustee and management roles.	Very high	National	Long (18+ months)
Harness corporate volunteering schemes to provide additional capacity.	High	Regional	Long (18+ months)
Empower youth roles with genuine responsibility within an accepting and supportive environment.	Medium	Local	Long (18+ months)
Increase recognition of the lived experience and skills young people bring to these roles beyond more traditional longer-term office-based experience.	Medium	Local	Long (18+ months)





Appendix: Efficiencies & Innovation

Efficiencies & Innovation			
Recommendation/solution	Priority level	Area focus	Timeframe
Work with national bodies to simplify and streamline administrative processes and requirements for community groups	High	National	Medium (7-18 months)
Change the language and scope of volunteer positions to encourage young people to engage with them.	High	National	Medium (7-18 months)
Create capacity-sharing schemes that provide opportunities to recruit volunteers to the same role across multiple organisations.	High	Regional	Medium (7-18 months)
Develop networking opportunities across regions that bring volunteers in board, trustee and management roles together.	High	Regional	Medium (7-18 months)
Develop and encourage accessible processes that fit around volunteers' other responsibilities and recognise what volunteers can do with the time they have.	High	Local	Medium (7-18 months)



Appendix: Empowering Pathways for Young People and Marginalised Communities



Empowering Pathways for Young People and Marginalised Communities			
Recommendation/solution	Priority level	Area focus	Timeframe
Encourage greater emphasis on the benefits of volunteering for career development and skills.	High	National	Long (18+ months)
Provide awareness, knowledge and support for current board and committee members to emphasise the importance and benefits of diversity and inclusion in their organisations.	High	Regional	Long (18+ months)
Establish strong support networks to ensure ongoing development, support, and retention of diverse board and committee volunteers within the sports sector.	High	Regional	Medium (7-18 months)
Empower young people to volunteer at the board, trustee or management level.	High	Local	Long (18+ months)
Establish development programmes aimed at individuals from marginalised groups, incorporating peer support, mentorship, and formal training.	Medium	Regional	Medium (7-18 months)
Support more connections between community groups and educational institutions in their region that help meet volunteer recruitment and learning needs at the committee-level.	Medium	Regional	Long (18+ months)
Highlight success stories and create campaigns that showcase the journeys and achievements of individuals from marginalised groups who have succeeded in board and committee roles.	Medium	National	Medium (7-18 months)

