

A person in athletic wear is shown from the back, stretching their right leg. They are wearing a blue tank top, black leggings, a gold watch, and a blue wristband. They are holding a red sneaker. The background is a bright, hazy outdoor setting, likely a track, with a warm, golden light suggesting sunrise or sunset.

# *Setting Sport up for* **Success**

WSA 2022-25

## ***Strategic Plan***

*The Independent Voice of Welsh Sport*

**wsa**

Welsh Sports Association  
Cymdeithas Chwaraeon Cymru

# **“our new strategy marks a *step* change in redefining our unique place in the sector”**

Our clear vision and mission saw the WSA through one of the most turbulent and challenging times any organisation in sport has faced in living memory. However, we have emerged stronger and ready to support our membership face the challenges of the next decade.

In looking to the next few years, we have seen no need to radically revisit our core vision and mission – adjusting it only slightly to reflect our changing circumstances.

The WSA recent success has been on the back of our strong network and relationships. Something on which we will continue to develop over the coming years. Our members should call on us for support readily and frequently, trusting that we will be able to deliver and offer value whenever it's needed.

We thank our commercial partners for all that they have helped us deliver in recent years, and our wider partners for the collaborative way in which we have continued to work as we emerge from the pandemic.

The call on the WSA has never been stronger, but with this strategic vision for 2022-2025 we are ready to meet the challenge.

- Lynn Pamment, Chair, WSA



# ***Our Vision & Mission***

***Vision A Vibrant Active, Nation***

***Mission to empower our members to be stronger and more successful, contributing towards a society fit for the future***

We will achieve this by:

- Leading Advocacy - An independent, collective voice
- Developing Resilience - Financial, organisational sustainability and professional support, training, & development.



# **Our Purpose**

***To provide an independent, collective voice for the sector, championing the role that it plays and its return on investment.***

***To help build capability and good governance, ensuring the resilience of our members by supporting them to become stronger, more successful and sustainable through the provision of a wide range of business services.***



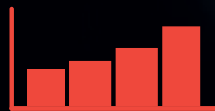
# Strategic Impact 2018-21



Growth In  
Membership



Increased  
Training  
Events



Increased  
Services to  
Our Members



Support  
Through  
Global  
Pandemic



Growth in  
Media & Web  
Platform



Reduced  
Dependence  
On Grant  
Funding



Flagship  
Governance  
Programme

# ***Our Strategic Goals***



***Collaborate***



***Develop***



**wsa**

***Promote***



# Goal 1

## Collaborate

At the WSA we value partnership and the ability to connect our members with partners who can bring added value to the sector and help sport to thrive.

### Strategic Actions

- We will strengthen and expand our network of members and partners, thereby extending our reach and credibility.
- The WSA will act as a gateway to sport and physical activity in Wales, connecting our members with a range of expert partners who can add value and resource to the sector.
- Formalise working relationships with organisations that share our values throughout the UK.
- Develop a programme of events alongside other Sport Associations in the home nations.

### Outcomes

- 90% + Membership Retention Rate
- New Memorandums of Understanding with strategic partners across the UK.
- Increased membership satisfaction in our regular surveys. Regular scoring should be very good or better.
- We will continue to be a trusted leader in the sector, uniting the voice of our members.



# Goal 2

## Develop

We will develop and improve our services to members. Doing so will help the WSA grow. Continued collaboration is key to increasing resilience for ourselves and our members.

### Strategic Actions

- We will support our members to secure the best possible return on investment into their sport or activity
- Our new Membership Plus offers will enhance capacity and capability, for us and our members.
- We will deliver shared services, starting with a joint approach to procurement in 2022
- Members and partners will make greater use of ours and Vibrant Nation (our trading arm) service offer.
- We will enable, empower and upskill ourselves and as a result our members.

### Outcomes

- We will increase the average Return on Investment for Membership of the WSA.
- Our procurement portal will deliver measurable savings year on year.
- We will retain commercial partners, by providing them and our members with outstanding service.
- We will deliver five membership plus offers by 2025.





# Goal 3

## Promote

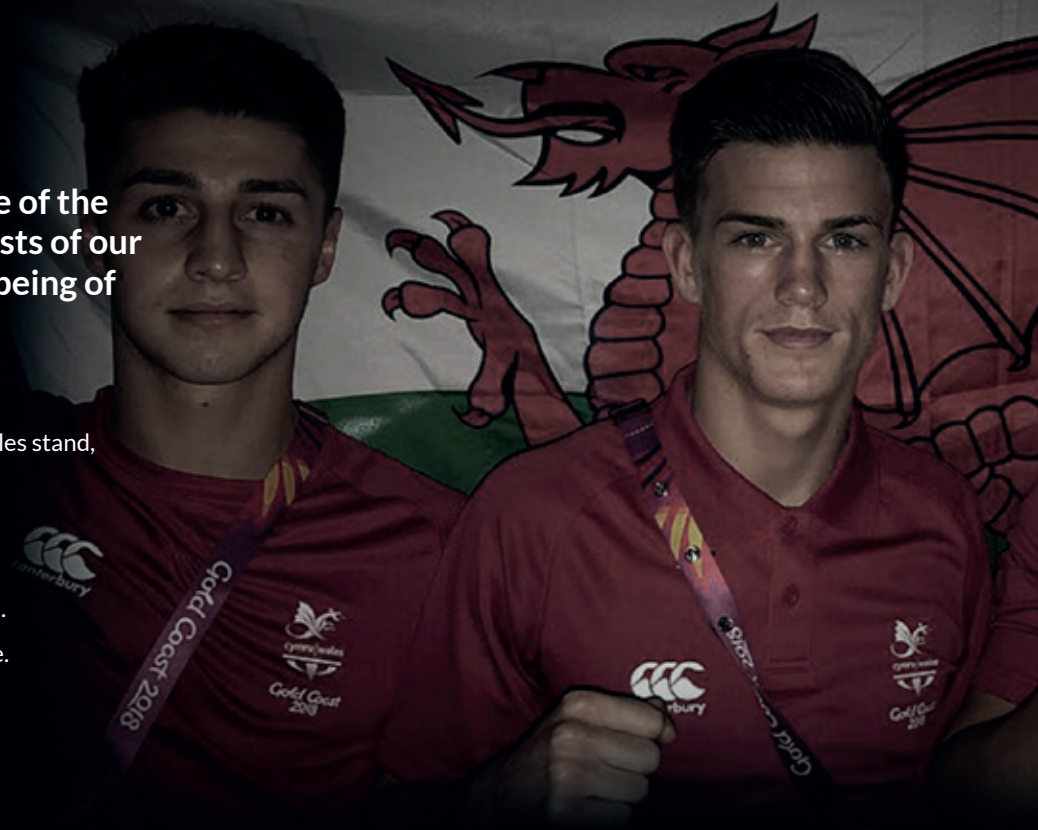
We are the united and independent voice of Sport, we promote the value of the sector, and sport's role in Welsh life We will always act in the best interests of our sector, promoting how together we help to improve the health and well being of our nation.

### Strategic Actions

- The WSA will strengthen the public platform on which all sport and physical activity organisations in Wales stand, ensuring that our collective voice is heard in public debate.
- We will be a forward looking organisation, informing our members and influencing the agenda.
- We will make sure each and every one of our members has the opportunity to be heard.
- We will actively promote the value of sport and its contribution to the health and wellbeing of the nation.
- The WSA will continue to independently fund its advocacy work from membership & commercial income.

### Outcomes

- We will create a Sports Foundation for Wales.
- We will be able to evidence greater investment into the sector as a result of our activity.
- Discussions between our members and key decision makers will be regular and result in clear actions.
- We will be the go to point of contact for those outside our sector to gain insight and knowledge on sport and physical activity.



# ***Our Ways of Working***

## ***Innovative***

We are committed to innovation across our business. Through technology, process and reporting, we will continue to progress and grow.

## ***Inclusive***

We are committed to Equality, Diversity and Inclusion. We will actively work to ensure all voices are represented in our work.

## ***Sustainable***

Our work will be climate sensitive. We will be more environmentally sustainable, and more resilient to business challenges.

# Reporting & Monitoring

We will always be led by our integrity, reporting to our members on our actions and achievements with openness and honesty, driven by a desire to continuously learn and improve

## How will we plan, monitor and report?

- We remain accountable to our members and will continue to report with transparency on our progress at our AGM.
- We will continue to conduct independently verified surveys to measure our performance.
- A baseline report is published alongside the strategy.
- Our board will receive regular reports against the plan and will review at the halfway point.
- Operational plans and budgets will be set each year in line with our strategy.
- We will develop qualitative and quantitative tools to support our reporting.



# ***What Success will look like***

As a board and executive team we are committed to delivering outstanding results through the life of this strategic plan.

By 2025, the WSA will have continued to add significant value to our members activities. We will support our membership to thrive and deliver sporting activity in our communities. By supporting our members to lower their costs and become more efficient, they will be able to spend more of their money on making Wales physically active. The WSA will be able to demonstrate this link year on year.

For the WSA to be successful we must continue to invest in our own resource. We want the WSA to be able to grow sustainably, and deliver new and valued services to our members. Our team will be bigger, and more visible to our members.

The position of the WSA emerging from the pandemic is strong, looking to the future we must ensure that our strength and expertise continues to be recognised and valued, and we make a real difference to delivering on the Vision for Sport in Wales.

To do so we will celebrate every success, our own and those of our members. This will build the profile of Welsh sport and make us all stronger.



**wsa**  
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# wsa

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