

# ***Annual Report***

2022-2023

**wsa**

Welsh Sports Association  
Cymdeithas Chwaraeon Cymru



# Chair Intro

**It is once again my pleasure to introduce the Welsh Sports Association's Annual Report at the end of another successful year for ourselves and our members.**

2022 was a period of profound change for our sector in Wales, as we emerged from the pandemic landscape into a year defined by a postponed Olympic Games and the run up to the Commonwealth Games.

We, and our members faced the new challenges of inflation and shifting consumer habits together – and the WSA is proud of some of the innovative new services we have developed to help our members continue to invest their income in front line delivery.

2022 was a period of change for the WSA too, Victoria Ward moved on from her position as our Chief Executive Officer to join Welsh Gymnastics – where we wish her the very best.

In August we welcomed Andrew Howard into post as our new CEO, joining us from a long career with one of our members, the Football Association of Wales. The WSA is extremely grateful to be able to attract such talent to join us.



I would like to extend my thanks to two of my colleagues on the WSA board, who have moved on from their roles this year due to changes in their professional circumstances. Paul Whapham and Angharad Collins both brought incredibly valuable insight and contribution to the WSA over their time as board members.

Just before the close of the financial year, our membership elected two new Directors to the board. Andrea Ovey is the Business Development Director at Newport Live, and Richard Lancaster is a Senior Manager at Swansea University.

The year also saw us launch a new strategy and to underpin this, the successful launch of several new membership plus packages. These packages are intended to provide practical advice and support to our members at a market leading cost in the fields of finance, communications and advocacy. Income from these packages has been used to reinvest in our member services.

We finished the year launching our Wales Sports Industry Awards, we are proud to have successfully launched this event bringing new sponsorships into the sector and providing a platform to celebrate our member's successes as businesses during 2022 and into 2023. We hope to see you there next year.

- Lynn Pamment, Chair, WSA

# A message from the CEO



It is once again my pleasure to introduce the Welsh Sports Association's Annual Report at the end of another successful year for ourselves and our members.

This Annual Report brings to life how our team are helping to address the diverse needs of the growing membership as they continue to negotiate a difficult period.

Our Mission is to empower our members to be stronger and more successful and we have brought to life our values of being agile to adapt our services to best suit our member's needs.

The launch of the membership plus offer has been a great success and support for Members. Indeed, the demand for the Finance+ offer has meant that we have supported a member of our team to upskill and be re-appointed into a new role of full-time Finance Officer. The launch and demand for the Content & Comms Plus offer has enabled us to grow with an additional team member and its particularly satisfying that the incumbent originally joined the organisation as an apprentice, as part of the Kick-Start scheme.

We continue to lead and influence the agenda in the Senedd for the sport and leisure sector and have given evidence at four inquiries of the Senedd and Parliament. We are a trusted voice for the sport and leisure sector and have worked closely with our members during the cost of living crisis and the energy crisis, with the latter particularly impacting our valued members in the leisure sector.

We are very grateful to all our member and partners, without whom we wouldn't exist. We are also thankful to Sport Wales for their continued support, which enables us to deliver on the objectives of the Partnership agreement and the Vision for Sport in Wales. This subsequently helps Sport Wales deliver on their Remit Letter.

Looking forward, with continued economic uncertainty, we will continue to support and advocate for our members as we continue our journey from resilience to success and sustainability.

- Andrew Howard, CEO, WSA





# ***Vision, Mission & Values***

## ***Vision***

A Vibrant Active, Nation

## ***Mission***

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

## ***Values***

### ***Agile***

As an independent public body, we're able to react to the challenges you face, often before they're even front of mind

### ***Collaborative***

we create meaningful opportunities with new contacts, and strengthen existing relationships for the benefit of sport in Wales

### ***Trusted***

working to the highest of standards, we strive to maintain the confidence of members, and integrity of the Welsh Sport Association.





# Strategy Goals

***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.

**TO ACHIEVE THIS, WE HAVE THREE CORE GOALS:**

## ***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.

## ***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.

## ***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.



# Awards 2022-23

***In May 2023 we launched the inaugural Welsh Sports Industry Awards at the Parkgate Hotel in Cardiff.***

The awards recognise and promote the initiatives and successes of our members, while also communicating best-practice models and strategies that are helping the Welsh sport and leisure sector to develop.



# Awards 2022-23

## **Shortlist for the Best Equality, Diversity and Inclusion Initiative award**

Sponsored by Acorn by Synergie

**Cricket Wales and Glamorgan Cricket** 

Disability Sport Wales

Street Football Wales

## **Shortlist for the Best Initiative to Promote Women in Sport & Physical Activity award**

Sponsored by Complete Background Screening

**Football Association of Wales** 

The Outdoor Partnership

RBI Wales

## **Shortlist for the Best Innovation award**

Sponsored by Sportscover Europe

**Skateboard GB** 

Dragons RFC

UK Breakin'

## **Shortlist for the Best Commitment to the Welsh Language award**

Sponsored by Tinint

**Football Association of Wales** 

Commonwealth Games Wales

The Outdoor Partnership

## **Shortlist for the Best Sustainability Initiative award**

Sponsored by Spindogs

**Wales Golf** 

Canoe Wales

Newport Live

## **Shortlist for the Best Social Impact Initiative award**

Sponsored by 2buy2

**Llanrumney Phoenix Amateur Boxing Club** 

Snowdonia-Active

Sporting Memories

## **Shortlist for the Best Collaboration Initiative (Participation, Sponsorship or Member Engagement) award**

Sponsored by Net World Sports

**Ospreys in the Community** 

Boys' and Girls' Clubs of Wales

Cardiff University

## **Shortlist for the Most Influential Campaign (Communications, PR or Advocacy) award**

Sponsored by Loosemores Solicitors

**Actif Sport & Leisure, Carms Council** 

Swim Wales

Wales Golf

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# Performance

**89%\*** **Membership Satisfaction**

**95%\*** **Membership Retention**

**20%\*** **Membership Increase**

***We have given evidence to the Senedd and Parliament on four occasions and been quoted in numerous reports during the year. Including on the impact of rising energy costs, the Welsh Government draft budget, the future of public leisure and Wales as a Tourism destination.***

All of our advocacy work is independently funded through our commercial activity and partnerships.

New commercial partnerships with CalQRisk and Active Exchange.

New members: Cardiff Chameleons; Dragons RFC; Fitness Industry Services; Monmouth Sports Association; Mountain Training Cymru; Pride Sports Cymru; RESOLVEit CIC; The Green Mile Training camp; Welsh Schools Football Association

The staff team grew by one FTE during the year, reflecting increased demand for our services.

\*Based on an independent survey conducted on our behalf by the Pollen Shop Ltd





# Performance

## Core Activities

**Membership during 2022 / 144 organisations**

**Membership income / £54,658**

**Membership Plus income / £28,647**

**Commercial income / £31,203**

## Membership Plus

We delivered Membership Plus services to three members in advocacy, two members in communications and five members took on the finance package during the year to March 2023.

Demand for these services has been substantial and feedback from members taking them up has been very positive.

Due to sign up part way through the financial year, some income from these packages has been accrued into 2023-24.

The success of the Finance Plus service has resulted in a change of job role for one staff member who is now employed full-time as the Finance Officer, serving our members for 75% of their time.

# Member Feedback

	YEAR	COMPLETELY AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	COMPLETELY DISAGREE	TOTAL POSITIVE SENTIMENT
WSA DELIVERS HIGH-QUALITY SERVICES	2023	55%	34%	9%	0%	2%	89%
	2022	59%	41%	0%	0%	0%	100%
I WOULD RECOMMEND THE WSA AS A GREAT ORGANISATION TO WORK WITH	2023	59%	34%	4%	0%	3%	93%
	2022	69%	22%	9%	0%	0%	91%

/// The WSA team are always quick to respond to any query or request we send. They are super informative and supportive and if there are gaps in their information, they will always try and obtain elsewhere for you or point in the best direction. They have support... on many of occasions and we cant speak highly enough about their services and support. ///

\*Based on a sample of 39% of WSA members during 2022-23





# ***Performance***

***Key excerpts from our 2023 report on our social and web presence***

- Our social media and website reach continues to grow, at the time of writing, our Twitter/X following had increased by 10% on the previous year.
- Website impressions stand at c120,000-130,000 views a quarter.
- Open rate for our weekly newsletter is 35.2% vs an industry standard of 24.57%

***Our 2022 report is available [here](#)***



# **Financial** **Performance**

***The Association's activities are funded through a core grant from Sport Wales (48%) and commercial income (50%). The 2022/23 Sport Wales grant was £147,000. (2021/22: £147,000)***

Total income for the year was 2% less than budgeted, whereas expenditure for the year was 18% less than budgeted.

A saving of 8% was made on staffing costs due to the time between the outgoing CEO finishing and the incoming CEO starting.

The primary reason for this variation is due to the approval of a large deficit budget for the year, but a more conservative approach was latterly adopted following notice of the CEO departing and the transition to the new CEO.

The launch of Membership+, which generated £18,280 (6%) of new income was a success, despite being 39% less than the budgeted forecast.





# **Financial *Performance***

***This revised strategy for the year resulted in the small profit (£6,638) against a large budgeted loss (£46,447)***

***The WSA outperformed our budget and returned a small surplus of £6,638 - this has been transferred to reserves in line with our reserves policy***

***WSA reserves increased to £103,614 from £96,976***

***Our full annual accounts are available [here](#)***



# Performance against budget 2022-2023

	ACTUAL (£)	BUDGET (£)	VARIANCE (£)
Grant funding	150,501	150,687	(186)
WSA Membership Fees	54,658	54,000	658
Membership Plus Fees	18,280	30,000	(11,720)
Other WSA Income	83,565	79,808	3,757
<b>Total Income</b>	<b>307,004</b>	<b>314,495</b>	<b>(7,491)</b>
Staff and Board Costs	269,851	293,142	23,291
Member Services	16,260	53,600	37,340
Administration	14,289	14,200	(89)
<b>TOTAL EXPENSES</b>	<b>300,400</b>	<b>360,942</b>	<b>60,542</b>
<b>NET INCOME</b>	<b>6,604</b>	<b>(46,447)</b>	<b>53,050</b>







# **Financial** *Performance*

## **Going Concern**

The company continues to expand its range of services and the directors believe that it is well placed to manage its business risks successfully.

Accordingly, they have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future and therefore they continue to adopt the going concern basis of accounting in preparing the financial statements.

During the reporting period, the directors reviewed and amended its reserve policy, agreeing more robust procedures and implemented a reserve level range between a minimum comfort level and a maximum comfort level, with a target in between.



# Accountability Report

## ***Directors Responsibilities***

The directors acknowledge their responsibilities for:

- 1 ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- 2 preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Directors and authorised for issue on 2 August 2023 and were signed on its behalf by:

- M A Tweed (Director)



# **Accountability** *Report*

## ***Directors Responsibilities***

- The WSA board is a volunteer board and meets every two months.
- An away day is held in January of each year. At the meeting in 2023 we discussed:
  - *Sport Wales Governance Capability Review feedback*
  - *Sport Wales Financial Capability Review feedback*
  - *WSA Income*
  - *WSA Business Plan*
  - *WSA Strategy – Reflections, Horizon Scanning and Prioritisation*
  - *Welsh Sports Foundation*
- The WSA is committed to the highest standards of governance and has recently undergone an external Governance audit. There were no non-conformities and we have implemented all recommendations.
- We are committed to internal governance review annually, and external reviews every 3 years.
- Standing agenda items at each meeting include finance and budget, delivery against strategy, risk management and register.



# ***Accountability***

***Two board members, Paul Whapham and Angharad Collins resigned due to changes in job role during the year.***

***An EGM to elect new board members was held on the 2nd March 2023.***

***Andrea Ovey (Newport Live) and Richard Lancaster (Swansea University) were elected as board members by the WSA membership.***





# The Board

## Attendance

<b>Lynn Pamment</b>	Chair	Independent Member	Term expires July 2023	<b>83%</b>
<b>Fergus Feeney</b>	Vice Chair	Elected Member, Swim Wales	Term expires July 2025	<b>66%</b>
<b>Jonathan Ford</b>	Board Member	Independent Member	Term expires November 2024	<b>66%</b>
<b>Kate Stokes Davies</b>	Board Member	Independent Member	Term expires June 2024	<b>66%</b>
<b>Geraint John</b>	Board Member	Elected Member, WRU	Term expires November 2025	<b>83%</b>
<b>Mark Tweed</b>	Board Member	Independent Member	Term expires June 2026	<b>66%</b>
<b>Kami Lamakan</b>	Board Member	Independent Member	Term expires March 2026	<b>100%</b>
<b>Damian Philips</b>	Board Member	Independent Member	Term expires July 2023	<b>83%</b>
<b>Andrea Ovey</b>	Board Member	Elected Member, Newport Live	Term expires March 2027	<b>100%</b>
<b>Richard Lancaster</b>	Board Member	Elected Member, Swansea University	Term expires March 2027	<b>100%</b>
<b>Paul Whapham</b>	Board Member	Elected Member, Ospreys in the Community	Resigned 12 January 2023*	<b>100%*</b>
<b>Angharad Collins</b>	Board Member	Elected Member, Torfaen Leisure Trust	Resigned 13 October 2022*	<b>66%*</b>



# ***Staffing***

- The WSA employed six full time members of staff during the year.
- Total staffing costs, including wages, staff expenses and training were £269,851.
- The staff team grew during the year to reflect the increased size of the membership, the call on our services and as a result of reinvesting commercial income in member services.
- We spent £9,240 on external consultants to help us deliver our services.





# ***Thank you to our new members***



# ***Thank you to our members***

Active4BloodWo  
Conwy County Borough  
Council  
Parkour UK  
University of South Wales  
- USW  
Welsh Padel Centre  
African Community Centre  
Cricket Wales  
Pembrokeshire County  
Council  
Urdd Gobaith Cymru  
Welsh Pétanque  
Association  
Angling Cymru  
DanceSport Wales  
PlaySports  
Volleyball Wales  
Welsh Rowing  
Association of British  
Riding Schools and Livery  
Yards  
Disability Sport Wales  
Powys County Council  
Wales Golf  
Welsh Rugby Players  
Association

Aura Leisure and  
Libraries limited  
Ebbw Vale Wheelchair  
Sports Club  
RBI Wales Baseball &  
Softball  
Wales Lacrosse  
Association  
Welsh Rugby Union  
Badminton Wales  
English Ice Hockey Assoc  
Rhigos Community Sports  
Association  
Wales National Pool  
Swansea  
WSTAA  
Ball Hockey UK  
Esports Wales  
Ringland Community  
Group  
Wales Netball  
Welsh Student Sport  
Bangor University  
FF Dancers  
RYA Cymru  
Wales Rugby League  
Welsh Surfing  
Federation

Basketball Wales  
Football Association of  
Wales  
Shin Ghi Tai Aikido  
Association  
Wales Touch Association  
Welsh Target Shooting  
Federation  
Baton Twirling Association  
Cymru  
Freedom Leisure  
Skateboard GB  
Wales Walking Football  
Federation  
Welsh Triathlon  
BowlsWales  
Game on Wales -  
Coalfields Regeneration  
Trust  
Snowdonia Active  
Water Skills Academy  
Welsh Wrestling  
Boys and Girls Clubs of  
Wales  
Glamorgan County Cricket  
Club  
Snowsport Cymru Wales  
Weightlifting Wales

WAKO GB  
Bridgend County Borough  
Council  
GLL - Better  
Special Olympics Wales  
Welsh Amateur Boxing  
Association  
Yoga Satsanga Ashram  
British Dressage Wales  
Gôl Centres Ltd  
SportCheer Wales  
Welsh Archery Association  
British Esports  
(Federation)  
Hockey Wales  
Sported Foundation  
Welsh Association of  
Motor Clubs  
British Fencing  
Impetus Dance  
Sports Chaplaincy UK -  
Wales  
Welsh Athletics  
British Horse Ball  
Association  
Inclusive Skating  
Squash Wales

Welsh Billiards &  
Snooker Association  
British Horse Society  
Cymru  
Introsport Trust  
Street Football Wales  
Welsh Chess Union  
British Martial Arts &  
Boxing Association  
Kensei Ju Jitsu  
Association United  
Kingdom  
Street Games  
Welsh Curling  
Association  
British Mountaineering  
Council  
Legacy Leisure  
Surf Lifesaving  
Association of Wales  
Welsh Cycling  
Byw'n Iach  
Llanddulas Youth Club  
Swansea University  
Rubicon Dance  
Caerphilly County  
Borough Council

Merthyr Tydfil Leisure  
Trust  
Swim Wales  
Welsh Darts Organisation  
Cambrian Caving Council  
Mountain Training Trust -  
Plas Y Brenin  
Table Tennis Wales  
Welsh Fencing  
Canoe Wales  
Mudiad Meithrin  
Tchoukball UK  
Welsh Field Archery  
Association  
Cardiff City FC Foundation  
Mumbles Community  
Association  
Tennis Wales  
Welsh Gymnastics  
Cardiff Devils Ice Hockey  
Club  
My E-motion  
CIMSPA  
Welsh Judo Association  
Cardiff International White  
Water  
Newport Live

The Outdoor Partnership  
Welsh Karate Collective  
Carmarthenshire County  
Council - Actif  
North Wales Cyclocross  
Group  
The Sporting Memories  
Foundation  
Welsh Karate Governing  
Body  
Cobra Martial Arts  
Association  
Ospreys in the Community  
Torfaen Leisure Trust  
Welsh Korfball Association  
Commonwealth Games  
Wales (CGW)  
Para Dance UK  
UK Breakin' National  
Governing Body  
Welsh Mixed Martial Arts  
Association  
United Kingdom  
Brazilian Jiu Jitsu  
Association  
Welsh Motorcycle  
Federation



# ***Thank you to our partners***





# wsa

Welsh Sports Association  
Cymdeithas Chwaraeon Cymru

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