

Annual ***Report***

2023-2024

wsa

Welsh Sports Association
Cymdeithas Chwaraeon Cymru



Chair *Intro*



It is once again my pleasure to introduce the Welsh Sports Association's Annual Report, and I was delighted to once again be appointed Chair of the Board by my colleagues in July 2023 beginning my second term in the post. At the same meeting we were also pleased to reappoint Damian Phillips to the board.

2023-2024 was a period of consolidation and challenge for our sector. Emerging from the pandemic into an economic crisis has brought profound challenges for our sector, and the wider public service landscape in which many of us sit. Like many of you, we have had to be agile to respond to these challenges.

We had much to look forward to – not least the Olympic Games in Paris 2024 and continued Welsh success on the global stage. Yet at home, our sector faced a significant cut in public spending and continued challenges around managing an aging stock of infrastructure and meeting the needs of Wales' population who have increasingly stretched household budgets.

Our member plus services, designed to assist with shared service solutions and low cost and effective business support continue to be a great success. We have been able to invest in our staff team to deliver these packages, and now work with a wide range of our members to help them focus on day to day delivery.

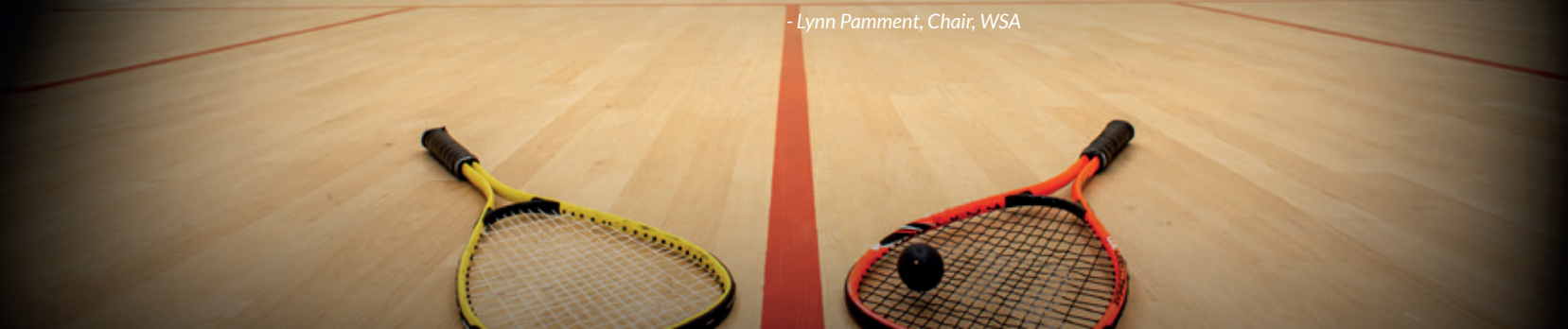
Collaboration with our members and the sector on how we can further develop these services is key to our ongoing strategy and business plan, so please talk to the team if you have any ideas as to how we can support you.

We are proud to have delivered our second sports industry awards, showcasing the success of our members off the pitch and as businesses. As in the previous year, we are incredibly grateful to our event sponsors, who enable us to run this event and make it the success it is. We look forward to seeing you all at the event in 2025.

As we look ahead to the 2024-2025 year, we will see new faces join the WSA board, as both Kate Stokes-Davies and Jonathan Ford reach the end of their terms of service. Their contribution over the years has been invaluable and they have helped oversee an evolving, growing and adaptable WSA. I am incredibly thankful to them for their contribution throughout the years I have sat on the board alongside them.

During the next year, we will look to our next strategy for the WSA. I look forward to engaging with you, our members to inform this and develop our ongoing priorities. We are a membership body, and always exist to support you – we thank you for your trust and commitment over the last 12 months and look forward to the next year together.

- Lynn Pamment, Chair, WSA



A message *from the CEO*



It is with great pride that I welcome you to our Annual Report for the year 2023/24. This year has been a testament to the sector's resilience and unwavering commitment to excellence. As we reflect on our journey over the past twelve months, we are reminded of the progress we have made, the challenges we have overcome, and the opportunities that lie ahead.

Our achievements this year have been notable. We have strengthened our team, expanded our range of partners, and embraced new services that are driving efficiency and growth for the sector, whilst also making our members stronger and more sustainable.

These accomplishments are a direct result of the dedication and hard work of our talented team, the loyalty and trust of our Members, and the unwavering support of our Partners.

One of our most notable achievements has been our progress in collaboration. We have taken significant steps to provide a platform for our members to come together, to exchange knowledge and ideas and to share best practices. The launch of the inaugural WSA Sports Industry Awards in June 2023 exceeded our expectations in its first year, with over 260 people in attendance in a sold-out Parkgate Hotel. Then, in November 2023, we collaborated with the Federation of Irish Sport – an organisation with whom we share our values - to host and deliver our first Sustainability in Sport Conference with over 100 delegates and a small Agile Cymru grant to support the costs.

In creating the Sustainability in Sport Conference, we have taken steps to enhance our environmental stewardship and foster a culture of responsibility and sustainability across our membership and our own operations.

Our financial performance this year has been robust. Despite a challenging economic environment and a new funding model for sport in Wales, we delivered a sound financial performance, whilst expanding our member services, maintaining a healthy balance sheet. This performance reflects our strategic focus and disciplined execution. We are thankful to Sport Wales for their continued financial support, which enables us to deliver on the objectives of the Partnership agreement and the Vision for Sport in Wales.

Looking ahead, we remain committed to our mission of empowering our members to be stronger and more successful, contributing towards a society fit for the future. We are excited about the opportunities that the future holds and are confident in our ability to navigate the complexities of the sector with agility and foresight.

In closing, I would like to extend my heartfelt thanks to our team at the WSA, whose dedication is the bedrock of our success; to our members and partners, for their continued trust and loyalty; and to our Board, for their unwavering support and confidence in our vision. Together, we are building a brighter and more prosperous future for the sport and leisure sector in Wales.

Sincerely,
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

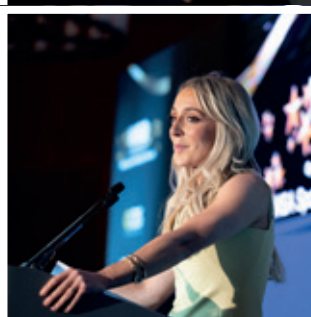
We are the united and independent voice of Sport, we promote the value of the sector, and sport's role in Welsh life We will always act in the best interests of our sector, promoting how together we help to improve the health and well being of our nation.



Awards 2023-24

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. Our second award ceremony took place in June 2024 and was a great success.



Awards 2023-24

Shortlist for the Best Equality, Diversity and Inclusion Initiative award

Sponsored by Acorn by Synergie



Bellevue FC

Nominated by FAW

Multi-Ethnic & Inclusion Football Club Initiative

Tennis Wales

LTA Serves Initiative in Wales

The Outdoor Partnership

Inclusive Climbing Provision in Mid and South Wales

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

Sponsored by Complete Background Screening



FAW

Be Football Schools Programme

Cricket Wales

Women's Softball Cricket

The Outdoor Partnership

The Girls' Adventure Programme

Shortlist for the Best Innovation Award, sponsored by Sportscover Europe



WRU

PLAYER.Connect

Commonwealth Games Wales

Team Wales Business Club

Beicio Cymru

Festiva

Shortlist for the Best Commitment to the Welsh Language award

Sponsored by Floodlighting and Electrical



The Outdoor Partnership

Bant â Ni

Actif Sport & Leisure, Carmarthenshire Council

Actif Anywhere for Schools Platform

Byw'n Iach

Byw'n Iach ac yn Gymraeg

Shortlist for the Best Sustainability Initiative award

Sponsored by Sport:80



Dragons Rugby

Eco Dragons

Cymru Football Foundation

Sustainability Fund

Wales Golf

Wales Golf and Men's Sheds

Shortlist for the Best Social Impact Initiative award

Sponsored by 2buy2



Aura Leisure

Community Sports Hub

BowlsWales

Bowls Wales and the Stroke Association Initiative

WRU

Fit, Fed, Fun

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

Sponsored by Net World Sports



Disability Sport Wales

The Disability Sport Wales Para Sport Festival 2023

Cymru Football Foundation and Cricket Wales

Ponthir Community Hub Project

Wales Golf

The Gareth Bale Festival of Sport Golf Championship

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

Sponsored by Hugh James



Weightlifting Wales

Raise The Bar

Swim Wales

Ymlaen Strategy

Squash Wales

Summer of Squash

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Performance

We gave evidence to the Senedd and Welsh Government on behalf of the sector on a number of areas - including on the Welsh Government Budget and the future of public leisure provision.

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

New commercial partnerships with Harlequin Printing & Packaging, Gray Dawes Travel, Networld Sports, Floodlighting & Electrical and PureCyber.



93%* **Membership Satisfaction**

2%* **Membership Increase Since 2022/23**

92%* **Membership Retention**

125%* **Membership Increase Since 2017/18**

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

Performance

Core Activities

Membership during 2023-24

144 organisations

Membership income

£54,711

Membership Plus income to support shared services

£81,991

Commercial income to reinvest in member services

£34,364

Membership Plus

We delivered Membership Plus services to two members in advocacy, five members in communications and nine members in our finance package during the year to March 2024. 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 2024-25.



Performance

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

- Our social media and website reach continues to grow, by the end of the financial year our LinkedIn followers had grown by **41%** against the mid year point
- Our engagement rates continue to be favourable at around **10%**, against industry standards of around **2-3%**. Our content is valuable to our audience.
- Open rate for our weekly newsletter is **43%** vs an industry standard of **35%**

Our 2023 baseline report is available [here](#)



Member Feedback

	YEAR	COMPLETELY AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	COMPLETELY DISAGREE	TOTAL POSITIVE SENTIMENT
I WOULD RECOMMEND THE WSA AS A GREAT ORGANISATION TO WORK WITH	2024	66%	22%	10%	2%	0%	88%
	2023	59%	34%	4%	0%	3%	93%
	2022	69%	22%	9%	0%	0%	91%
WSA DELIVERS HIGH-QUALITY SERVICES	2024	57%	31%	12%	0%	0%	88%
	2023	55%	34%	9%	0%	2%	89%
	2022	59%	41%	0%	0%	0	100%



*Based on a sample of 31% of WSA members during 2023-24

Financial **Performance**

The Association's activities are funded through a core grant from Sport Wales (38.5%), other grants (5.4%) and commercial income (56.1%).

The 2023/24 Sport Wales grant was **£147,000** (2022/23: **£147,000**) and we also received **£12,000** through Sport Wales from the Welsh Government Cost of Living Fund.

Membership+, which generated **£18,280** in 2022/23 has continued to be a success and now generates **£81,991** of revenue for the WSA to reinvest in our membership services. To consistently deliver these additional services at the high standard expected, the Association appointed two full-time positions*.

This additional income also supports the regulatory filing for Finance+ members, providing legal compliance, transparency, consistency and good corporate governance for our members and the sector.

* Finance Officer and Communications and Policy Officer



Financial Performance

***The WSA returned a small surplus of £179
at FYE 31 March 2024.***

The WSA has £103,596 in reserves, which is marginally above the reserves target level and below the maximum level, as agreed by the Board of Directors in the WSA Reserves Policy.

This level of reserves provides the WSA with an extra buffer for unexpected financial challenges, increased flexibility to take advantage of unexpected opportunities, without compromising financial stability and it should provide enhanced stakeholder confidence, especially for our members.

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



Performance against budget 2023-2024

The Association agreed an ambitious budget for the financial year with the expectation that the membership plus services would grow in demand, as the financial challenges continue to hit the sector.

There was also an expectation that the procurement portal would be well-used, but this wasn't realised. The Board were satisfied to approve the ambitious budget for 2023/24 but were provided with reassurances as the more conservative budget, which recognised guaranteed income was a robust contingency.



	ACTUAL	BUDGET	VARIANCE
Grant funding	£167,501.05	£162,500.00	£5,001.05
WSA Membership Fees	£54,711.31	£56,000.00	(£1,288.69)
Membership Plus Fees	£81,990.87	£76,000.00	£5,990.87
Other WSA Income	£77,407.28	£88,744.00	(£11,336.72)
TOTAL INCOME	£381,610.51	£383,244.00	(£1,633.49)
Staff and Board Costs	£305,746.45	£304,807.00	(£939.45)
Member Services	£54,355.00	£43,261.00	(£11,094)
Administration	£21,330.74	£15,471.00	(£58,94.74)
TOTAL EXPENSES	£381,432.19	£363,539.00	(£17,893.19)
NET INCOME	£178.32	£19,705.00	(£19,526.68)

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 11 July 2024 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 2024 we discussed:
 - Board Effectiveness
 - Reviewing Member Survey Responses
 - WSA Business Plan 2024 - 2025
 - WSA Strategy – Reflections, Horizon Scanning and Prioritisation
 - Preparing for the WSA 2025-2028 strategy
- We are committed to internal governance review annually, and external reviews every 3 years.
- Standing agenda items at each board meeting include finance and budget, delivery against strategy, risk management and register and the governance development plan.



The Board

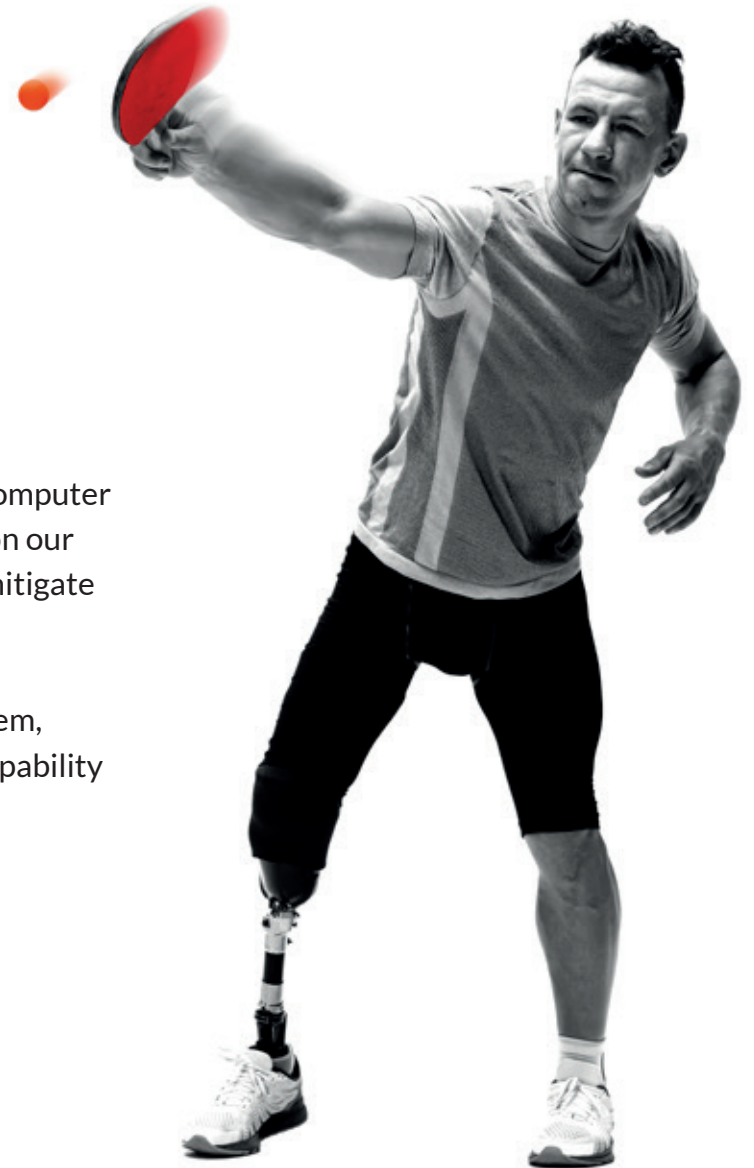
				Attendance
Lynn Pamment	Chair	Independent Member		100%
Fergus Feeney	Vice Chair	Elected Member, Swim Wales		83%
Jonathan Ford	Board Member	Independent Member	Term expires October 2024	83%
Kate Stokes Davies	Board Member	Independent Member	Term expires July 2024	33%*
Geraint John	Board Member	Elected Member, WRU		66%
Mark Tweed	Board Member	Independent Member		66%
Kami Lamakan	Board Member	Independent Member		100%
Damian Philips	Board Member	Independent Member		100%
Andrea Ovey	Board Member	Elected Member, Newport Live		83%
Richard Lancaster	Board Member	Elected Member, Swansea University		83%



* The member suffered a period of illness during the year.

Administration and Governance

- Our administration costs increased during the year due to greater investment in computer equipment and cyber security. The Board identified cyber security as the top risk on our risk register. In response, we invested in a cyber security foundations package to mitigate this risk effectively.
- Our Governance costs also increased following investment into the CalQRisk system, which is a Governance, Risk & Compliance platform, aligned to the Sport Wales Capability Framework.
- Insurances also increased for the year from £2,969 to £3,844.



Staffing

- During the year, we employed six full-time staff members and one part-time staff member (0.6 FTE).
- Total staffing costs, including wages, staff expenses and training were £305,746.
- The staff team grew during the year with the addition of a part-time employee. This was in response to the increased demand for member services, including membership plus and DBS checks, compared to the previous financial year. We were able to reinvest additional commercial income in member services.



Thank you to our new members



Thank you to our members

Active4BloodWo	Ebbw Vale Wheelchair Sports Club	Football Association of Wales	Bridgend County Borough Council	Association	Welsh Darts Organisation	Carmarthenshire County Council - Actif
Conwy County Borough Council	RBI Wales Baseball & Softball	Shin Ghi Tai Aikido Association	GLL - Better	British Horse Society Cymru	Cambrian Caving Council	North Wales Cyclocross Group
Parkour UK	Wales Lacrosse Association	Wales Touch Association	Special Olympics Wales	Introsport Trust	Mountain Training Trust - Plas Y Brenin	The Sporting Memories Foundation
University of South Wales	Welsh Rugby Union	Welsh Target Shooting Federation	Welsh Amateur Boxing Association	Street Football Wales	Table Tennis Wales	Welsh Karate Governing Body
Welsh Padel Centre	Badminton Wales	Baton Twirling Association Cymru	Yoga Satsanga Ashram	Welsh Chess Union	Welsh Fencing	Welsh Karate Governing Body
African Community Centre	English Ice Hockey Association	Freedom Leisure	British Dressage Wales	British Martial Arts & Boxing Association	Canoe Wales	Cobra Martial Arts Association
Cricket Wales	Rhigos Community Sports Association	Skateboard GB	Gôl Centres Ltd	Kensei Ju Jitsu Association United Kingdom	Mudiad Meithrin	Ospreys in the Community
Pembrokeshire C.C.	Wales National Pool Swansea	Wales Walking Football Federation	SportCheer Wales	Street Games	Tchoukball UK	Torfaen Leisure Trust
Urdd Gobaith Cymru	WSTAA	Welsh Triathlon	Welsh Archery Association	Welsh Curling Association	Welsh Field Archery Association	Welsh Korfball Association
Welsh Pétanque Association	Ball Hockey UK	BowlsWales	British Esports (Federation)	British Mountaineering Council	Cardiff City FC Foundation	Commonwealth Games Wales (CGW)
Angling Cymru	Esports Wales	Game on Wales - Coalfields Regeneration Trust	Hockey Wales	Legacy Leisure	Mumbles Community Association	Para Dance UK
DanceSport Wales	Ringland Community Group	Snowdonia Active	Spoted Foundation	Surf Lifesaving Association of Wales	Tennis Wales	UK Breakin' National Governing Body
PlaySports	Wales Netball	Water Skills Academy	Welsh Association of Motor Clubs	Welsh Cycling	Welsh Gymnastics	Welsh Mixed Martial Arts Association
Volleyball Wales	Welsh Student Sport	Welsh Wrestling	British Fencing	Byw'n Iach	Cardiff Devils Ice Hockey Club	UK Brazilian Jiu Jitsu Association
Welsh Rowing	Bangor University	Boys and Girls Clubs of Wales	Impetus Dance	Llanddulas Youth Club	My E-motion	Welsh Motorcycle Federation
Association of British Riding Schools and Livery Yards	FF Dancers	Glamorgan County Cricket Club	Sports Chaplaincy UK - Wales	Swansea University	CIMSPA	
Disability Sport Wales	RYA Cymru	Snowsport Cymru Wales	Welsh Athletics	Rubicon Dance	Welsh Judo Association	
Powys County Council	Wales Rugby League	Weightlifting Wales	British Horse Ball Association	Caerphilly County Borough Council	Cardiff International White Water	
Wales Golf	Welsh Surfing Federation	WAKO GB	Inclusive Skating	Merthyr Tydfil Leisure Trust	Newport Live	
Welsh Rugby Players Association	Basketball Wales		Squash Wales	Swim Wales	The Outdoor Partnership	
Aura Leisure & Libraries			Welsh Billiards & Snooker		Welsh Karate Collective	

Thank you to our partners





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Welsh Sports Association
Cymdeithas Chwaraeon Cymru

www.wsa.wales

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