

Annual **Report**

2025-2026

wsa

Welsh Sports Association
Cymdeithas Chwaraeon Cymru



Chair Intro

As Chair, I am delighted to once again introduce the WSA Annual Report and reflect on another year of positive progress for our organisation and the wider sport and physical activity sector in Wales.



*Lynn Pamment CBE
Chair, WSA*

Over the last twelve months, the WSA has continued to deliver against its vision of a vibrant, active nation by empowering our members to be stronger, more resilient and more successful. Through our services, events, partnerships and advocacy work, we have remained focused on creating value for our members while helping to strengthen the sector's ability to respond to changing challenges and opportunities.

I would like to thank everyone who contributes to the success of the WSA. Our staff team continue to demonstrate exceptional professionalism, dedication and expertise in supporting our members, while the Board provides the strategic leadership and governance that ensure the organisation remains focused on delivering long-term value and impact.

I would also like to extend my sincere thanks to Fergus Feeney and Mark Tweed, who retired from the Board during the year after completing the maximum eight years of service. Throughout their tenure they have made an exceptional contribution to the WSA, providing invaluable insight, guidance and commitment. On behalf of the Board and wider membership, I would like to express our gratitude for their outstanding service and wish them every success in the future.

This year marks the conclusion of our previous strategic cycle. Looking back, there is much to be proud of. Over the course of the strategy, the WSA has strengthened its position as a trusted partner to the sector, expanded its services, increased opportunities for collaboration and secured significant investment that has benefited our members and communities across Wales. To capture this journey, we recently published an impact infographic showcasing the achievements and outcomes delivered throughout the strategic period. The results demonstrate the collective impact that can be achieved when members, partners and stakeholders work together towards a shared vision.

As we look ahead to the next strategic period, the environment in which our members operate continues to evolve. Beyond this reporting year, we have seen significant political change, both within Welsh Government and across the wider UK landscape, alongside ongoing economic pressures that continue to impact organisations and communities throughout Wales.

While change inevitably brings uncertainty, the early signs from the new Welsh Government have been encouraging. There is a growing recognition of the important role that sport and physical activity play in improving health, wellbeing and community cohesion. We have also been encouraged by the positive engagement and commitment shown by the new Minister for Culture and Sport, and we look forward to working constructively with Welsh Government and our members to ensure the sector's voice continues to be heard.

Throughout the year, we have collaborated extensively with our members through a series of consultation sessions, both online and in person, to help shape our new Strategic Plan. We have listened carefully to the challenges and opportunities identified by our members and have used this feedback to inform our priorities for the years ahead. I would like to thank all those who contributed their time and insight. As always, our ambition is to ensure that the WSA remains responsive, relevant and focused on supporting members to prosper in a changing Wales.

As a membership organisation, everything we do is centred on supporting our members. Your trust, engagement and commitment are the foundation of our success, and I would like to thank you for your continued support over the last year.

As we begin delivery of our new Strategic Plan, I am excited about the opportunities ahead. Together, we will continue to build a stronger, more sustainable and more resilient sport and physical activity sector for Wales.

A message *from the CEO*

This past year has been one of progress, resilience, and reflection for the Welsh Sports Association. As the demands on our sector continue to evolve, our focus has remained firmly on delivering value for members, strengthening collaboration, and ensuring that sport and leisure organisations across Wales have the support they need to thrive.



Andrew Howard, CEO, WSA

Over the last twelve months, we have continued to invest in the services, partnerships, and networks that help build a more resilient sector. While we experienced some disruption within our finance service following a period of staff changes, I would like to thank members for their patience and understanding during this time. Recruitment and onboarding inevitably brought additional challenges, but we have now further strengthened the team and are confident that these investments will enhance the quality and sustainability of our service moving forward.

Throughout this period, we remained focused on the reason our shared-service model was established in the first place: to provide high-quality, cost-effective services that help our members maximise resources and direct more investment into sport and physical activity. Delivering value, supporting collaboration, and strengthening organisational resilience continue to sit at the heart of everything we do. Member voice remains central to our approach. During the year, we hosted a series of member strategy consultation sessions, both in person and online, providing valuable opportunities to gather feedback and better understand the challenges facing organisations across Wales as we looked forward to a new strategic cycle. I would like to thank all those who contributed. Your openness, insights, and willingness to engage help shape our priorities and ensure we remain responsive to the needs of the sector.

Collaboration continues to be one of our greatest strengths. Our flagship events once again brought members and partners together to celebrate success, share learning, and inspire innovation. The WSA Sports Industry Awards, Sustainability Conference, and our WSA-focused event as part of Wales Week London all attracted strong support and demonstrated the appetite that exists for meaningful opportunities to connect across the sector.

Operationally, the year was another significant milestone for Vibrant Nation. We processed more than 24,000 DBS checks, the highest volume achieved since the service launched in 2017. This growth reflects the confidence members place in our service and reinforces our position as Wales' leading not-for-profit provider of DBS checks, delivering excellent value, offering a fully bilingual service, while maintaining our commitment to quality and accessibility.

Alongside our core services, the Welsh Sports Foundation continued to develop and extend its impact. We successfully secured a £100,000 Welsh Government grant through the Child Poverty Innovation and Supporting Communities programme and delivered a project that enabled more than 350 children and young people from some of Wales' most underserved communities to access sport and physical activity opportunities.

Building on this success, we also secured £100,000 of match funding from the Moondance Foundation, allowing us to continue supporting children across Wales beyond the lifespan of the original grant and extending the reach and legacy of the programme. We also delivered the second edition of the Admiral Sustainability in Sport Fund, awarding a further £100,000 in March to five WSA member organisations. These investments are helping organisations across Wales take meaningful action on sustainability while demonstrating the positive role sport can play in addressing wider social and environmental challenges. As we reached the end of our previous strategic cycle, we took the opportunity to reflect on the impact achieved together over the last several years. We published an infographic highlighting the collective progress made across the sector through our services, partnerships, events, funding programmes, and advocacy work. The achievements captured within it are a testament not only to the work of the WSA, but to the strength and commitment of our members, partners, and stakeholders who have embraced collaboration and helped drive positive change across Welsh sport and leisure.

Financially, the WSA remains in a strong position, with reserves generally meeting the requirements of our Reserves Policy and providing a solid platform for future growth. However, we recorded a loss for the second successive year. This was primarily driven by the additional staffing and recruitment costs incurred as we responded quickly to team changes and ensured continuity of service for members. While these were necessary investments, they had an impact on our financial performance during the year. We have set a realistic and achievable budget for the new financial year and are confident this will enable us to restore reserves to previous levels while continuing to deliver high-quality support to members.

None of these achievements would have been possible without the commitment and support of so many people. I would like to extend my sincere thanks to our dedicated staff team, whose professionalism and determination continue to drive the organisation forward; to our Board, for their guidance and strategic leadership; to our members and partners, for your ongoing trust, engagement and collaboration; and to Sport Wales, for their continued core funding support and belief in the value of our work. Together, we continue to build a stronger, more connected, safer and more resilient sport and physical activity sector for Wales. As we look back with pride on the achievements of our previous strategic cycle, we are equally excited about the opportunities ahead. Our new Strategic Plan provides a clear and ambitious roadmap for the future, and we look forward to working alongside our members, partners, and stakeholders to deliver it.

Thank you for being part of the journey so far, and we look forward to shaping the next chapter together.

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 member body, we are 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 2026

In June 2026, the WSA hosted its fourth Sports Industry Awards at the Parkgate Hotel in Cardiff.

The awards recognised and celebrated the outstanding contributions of our members over the reporting period, while also promoting the innovative practices, partnerships and leadership that are driving progress across the Welsh sport and physical activity sector. By sharing examples of excellence and best practice, the awards continue to support learning, collaboration and sector-wide development.

The ceremony was another resounding success, providing a valuable opportunity to bring the sector together, recognise achievement and reinforce the positive impact that sport and physical activity organisations deliver across Wales.

“Just a brief note of thanks, to the team for the really enjoyable evening. A fantastic turn out...I managed to speak with so many people both staff and volunteers from various organisations, which is always useful and another great benefit of the event. I also found the opportunity to chat to various members of the Board really helpful.”

- Brian Davies, CEO Sport Wales

“A thank you to the WSA for a super event. We all thoroughly enjoyed the evening. I am delighted that we made the decision to be headline sponsors.”

- Melanie O'Connor, Director, Hodge Bakshi



Awards 2025-26

Shortlist for the Best Equality, Diversity and Inclusion Initiative award

Sponsored by Freedom2hear



Basketball Wales

for the Basketball Wales and Guardian Ballers Partnership:
The Genesis Project

South Wales Pan Disability Football League

Sport Diversity Cymru

The Wales Ethnic Diversity Sports Awards (WEDSA) 2025

Shortlist for the Best Commitment to the Welsh Language award

Sponsored by Hodge Bakshi



Disability Sport Wales

Useful Phrases for Trilingual Coaching

Triathlon Cymru

Tri Dewi

Wales Golf

Golff Cymru – Ein Hymrwymiad i'n Hiath

Shortlist for the Best Social Impact Initiative award

Sponsored by Sportscover Europe



Dragons RFC

Norgine/Movicol: Healthy Dragons Provision

Gwella

Gwella Sport Development – Fit, Fed & Red

Street Football Wales

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

Sponsored by Howden



Wales Golf

for The AIG Women's Open Legacy

Cymru Football Foundation & Football Association of Wales

The Environments For Her + WEURO 2025 Legacy

Glamorgan Cricket

Glamorgan Women: A Regional Blueprint for Professionalism & Participation

Shortlist for the Best Sustainability Initiative award

Sponsored by Floodlighting & Electrical Services



Football Association of Wales

FAW Biodiversity, Nature & Wellbeing

Boys' and Girls' Clubs of Wales

Environmental Adventure Initiative

Wales Golf

"A Place for Nature"

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

Sponsored by Sport:80



Commonwealth Games Wales

Leadership with Cardiff Metropolitan University and
RBC Brewin Dolphin

Actif Sport & Leisure

Youth Empowerment

Cardiff City FC Community Foundation

Caerau Kicks

Shortlist for the Best Innovation Award

Sponsored by Hugh James



Welsh Boxing

VR Adaptive Boxing

Exist SkatePark and Cerebra

The SkatePark Disability Skateboarding Project

Badminton Cymru

The Child-Led Badminton Wales AGM

Shortlist for the Best Business Growth award

Sponsored by 2buy2



Glamorgan Cricket

Capitalising on Welsh Fire Franchise Investment

MyRounders

Scaling Wales' Social Sport Movement

Actif Sport & Leisure

Business Growth in Llanelli Provision

Shortlist for the Most Influential Campaign award

Sponsored by Mentera



Welsh Athletics

The Own The Night Campaign

Basketball Wales

The Red Whistle Campaign: Protecting and Supporting Young Referees

Badminton Wales

"Can You Manage?"

Performance

Core activities

Membership during 2025-26

156 organisations

Membership income

£60,737

Membership Plus income to support shared services

£190,886

Commercial income to reinvest in member services

£36,747

Training & Education income

£8,445

- New commercial partnership with Fleet EV and Freedom2Hear. We also renewed contracts with Floodlighting & Electrical, Hugh James, Sportscover Europe and St John Ambulance Cymru.
- 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 impact of cuts on the sector
- All of our advocacy work is independently funded through our commercial activity and partnerships.

91%* **Membership Satisfaction**

0.65%* **Membership Increase Since 2024/25**

92%* **Membership Retention**

142%* **Membership Increase Since 2017/18**

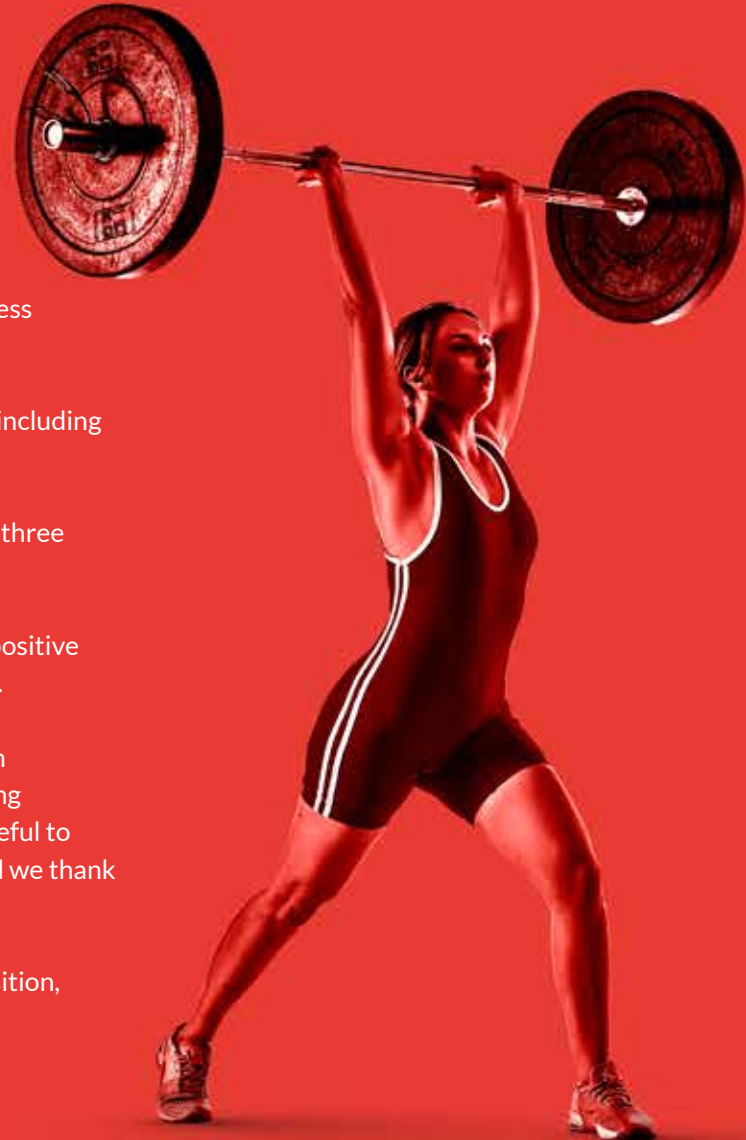
*Based on an independent survey conducted on our behalf by the Pollen Shop Ltd



Performance

Shared Services for Members

- Our Shared Services continue to provide members with high-quality, cost-effective business support, enabling them to focus on their core sporting and organisational activities.
- Over the past year, we delivered a record 30 Membership Plus services across key areas, including Content & Communications, Finance, and Safeguarding.
- In January 2025, we launched our new Administration Plus service, which was utilised by three member organisations by the end of the financial year.
- Demand for these services has remained strong, with member feedback being generally positive and highlighting both the quality of support provided and the responsiveness of our team.
- We recognise, however, that our Finance service did not consistently meet either our own expectations or those of our members during the year. This was primarily due to resourcing challenges and increased workloads associated with onboarding new clients. We are grateful to those members who continued to use the service during our transition to a new team, and we thank them for their ongoing support and renewed confidence.
- Our services have also proved particularly valuable during periods of organisational transition, offering a trusted and agile solution when key personnel leave at short notice.



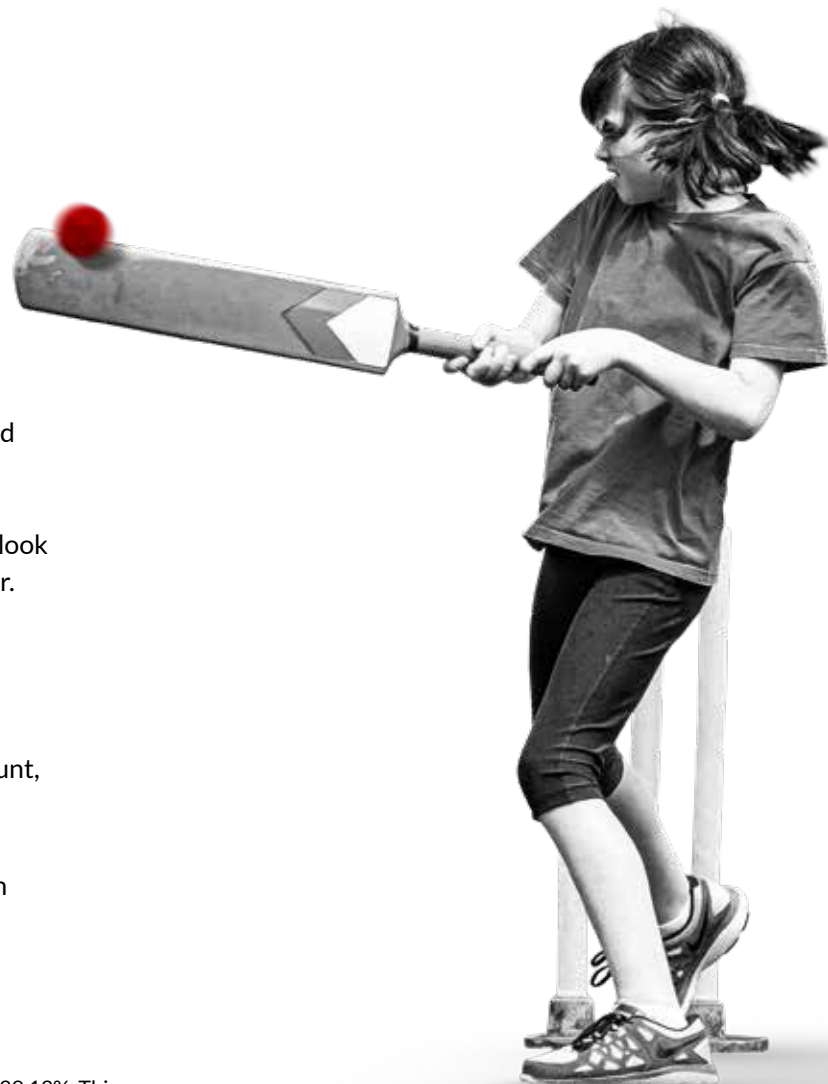
Performance

Media, Social & Website Presence

- Our social media and website reach continues to grow. Our LinkedIn followers have grown by 29% since last year.
- Our engagement rates continue to be favourable at 9.72%, against industry standards of around 2-3%. Our content is valuable to our audience.
- Open rate for our weekly newsletter is 16.4% vs an industry standard of 39%*. The format and look and feel of the newsletter requires a refresh and we will commit to this in the next financial year.
- Our strongest LinkedIn post was “Team Wales Announces Gethin Jones as Chef De Mission for Glasgow 2026” and generated 4181 impressions and 7.3% engagement rate.
- In March 2025, we made a strategic decision to pause activity on our X (formerly Twitter) account, with no new content posted since that time.

We reached the end of our strategic cycle in this financial year and published an infographic which demonstrates how we delivered on the objectives and the strategic actions of the 2022-2025 strategic cycle. The infographic is available [here](#)

* The average email open rate for the “Recreation, Sports & Entertainment” industry, according to EmailTooltester.com, is 39.13%. This is significantly higher than the overall average across all industries, which is around 21.5%, according to Campaign Monitor.



Member Feedback

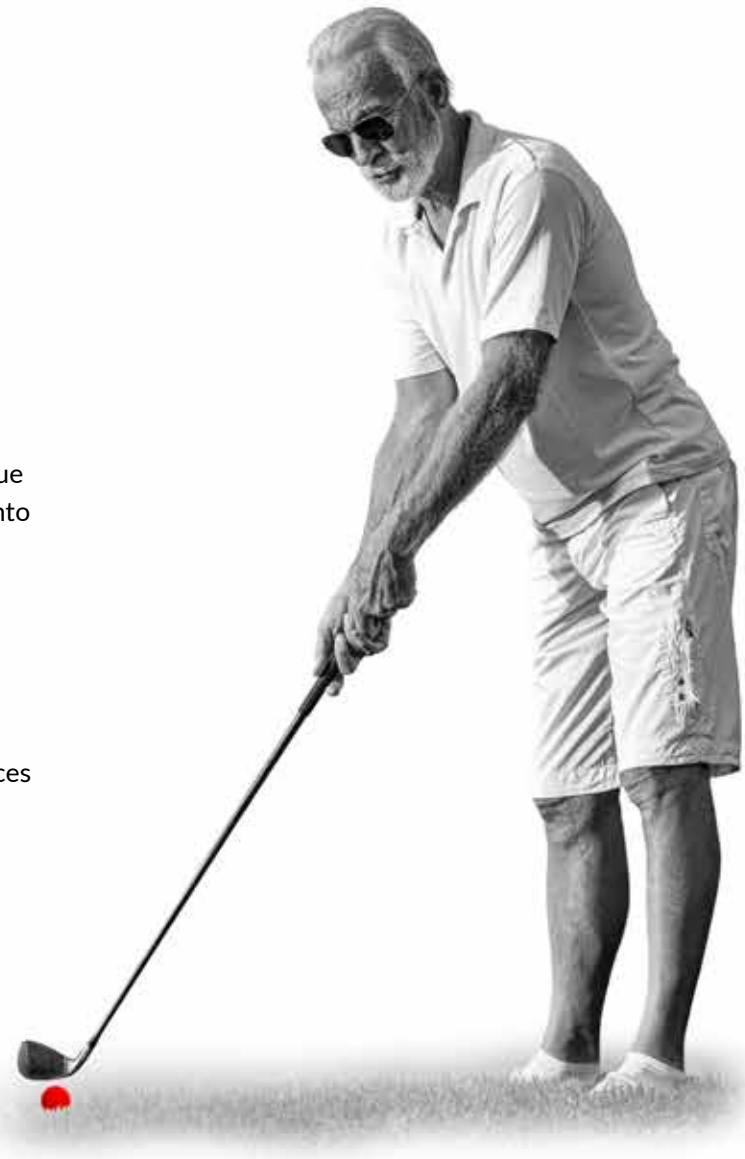
	YEAR	COMPLETELY AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	COMPLETELY DISAGREE	TOTAL POSITIVE SENTIMENT
I would recommend the WSA as a great organisation to work with	2026	66%	28%	5%	1%	0%	94%
	2025	69%	24%	6%	0%	1%	93%
	2024	66%	22%	10%	2%	0%	88%
	2023	59%	34%	4%	0%	3%	93%
	2022	67%	22%	9%	0%	0%	91%
WSA delivers high-quality services	2026	48%	39%	11%	3%	0%	86%
	2025	49%	31%	17%	0%	1%	80%
	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 63% of WSA members

Financial Performance

- The WSA activities are funded through a combination of a core grant from Sport Wales (32.7%), membership services income (35.1%), and commercial income (8.7%). The Sport Wales grant for 2025/26 was £145,374, compared with £147,984 in 2024/25.
- Membership Plus continued to perform strongly during the year, generating £190,886 in revenue for the WSA, compared with £96,136 in 2024/25. This additional income has been reinvested into enhancing and expanding member services.
- To support the consistent delivery of these shared services, the WSA created a fourth full-time role*, building on the recruitment of three additional full-time staff members in recent years as the shared-services programme has grown.
- The income generated through Membership Plus also covers the costs of regulatory filing services provided to Finance Plus members, supporting legal compliance, transparency, consistency, and strong corporate governance across the sector.

* Senior Finance Officer, who is a fully qualified and experienced accountant.



Financial Performance

- The WSA reported a deficit of £5,320 for the year ended 31 March 2026. The Board had approved a budgeted surplus of £6,717 to offset the small deficit recorded in the previous year; however, staff transition costs and unplanned recruitment expenses were the primary factors contributing to the variance.
- The WSA holds reserves of £94,182 which is below the target level established by the Board of Directors and set out in the WSA Reserves Policy.
- This level of reserves continues to provide a strong financial buffer, enabling the Association to manage unexpected financial challenges and respond to emerging opportunities without compromising financial stability. It also helps to maintain and strengthen stakeholder confidence, particularly among our members.
- The Association's full annual accounts are available [here](#)

* Senior Finance Officer, who is a fully qualified and experienced accountant.



Financial

Going Concern

During the reporting period, the directors reviewed the organisation's Reserves Policy, which sets out clear procedures and defines a reserves range between a minimum and maximum comfort level, with a target level identified within that range.

Due to the loss incurred during the year, the current level of reserves is marginally below the target. The directors have budgeted for a surplus in the next financial year to address this shortfall and restore reserves to the target level.



Accountability Report

Directors Responsibilities

Directors Responsibilities

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 18 September 2026 and were signed on its behalf by:

S Sanders (Director)



***Accountability* Report**

- The WSA board is a volunteer board and generally meets every two months.
- An away day is held in January of each year. At the meeting in 2026 the Board and Exec team developed the organisation's new strategic plan. Items discussed included:
 - *Members consultation report*
 - *The organisation's Mission, Vision and Values*
 - *Strategic goals and strategic actions*
 - *Strategy launch*
- We are committed to internal governance reviews annually.
- Standing agenda items at each board meeting include Sport Wales report, management accounts and budget, delivery against strategy, risk management and register and the governance improvement plan.



The Board

			Attendance
Lynn Pamment CBE, Chair	Chair	Independent Member	100%
Damian Phillips, Vice Chair	Vice Chair	Independent Member	86%
Clare Jeffries	Board Member	Independent Member	86%
Kami Lamakan	Board Member	Independent Member	86%
Meleri Thomas	Board Member	Independent Member	100%
Mark Tweed	Board Member	Independent Member	43%
Hannah Hopes	Board Member	Elected Member, FAW	86%
Geraint John	Board Member	Elected Member, WRU	71%
Richard Lancaster	Board Member	Elected Member, Ospreys in the Community	57%
Andrea Ovey	Board Member	Elected Member, Newport Live	86%

Note: Fergus Feeney served as an elected Board member until 1st June 2025 and attended the April 2025 Board meeting, representing 100% attendance at all meetings for which he was eligible during the reporting period.

Hannah Hopes joined the Board on 12 June 2025. Hannah was unable to attend her first Board meeting due to a prior commitment that had been arranged before her election and submitted her apologies accordingly.



Administration ***and Governance***

- Administration costs increased from £27,224 to £29,596 during the year. However, a prudent and cost-conscious approach helped to limit the overall increase.
- Inflationary pressures contributed to higher costs in several areas, including insurance premiums, printing and stationery, and translation services.
- ICT support and maintenance costs increased during the year, reflecting growth in staff numbers and associated technology requirements.
- Offsetting some of these increases, legal and accountancy fees decreased from £3,770 to £2,916.



Advocacy

Policy Influence and Sector Representation

- Responded to a wide range of Welsh Government and Senedd consultations, including the Draft Budget 2025/26, Social Cohesion, Clean Bathing Waters, Childcare Regulations, and measures to prevent the sexual exploitation of children, ensuring the sector's views were reflected in policy development.
- Submitted sector-wide representations to the Minister for Culture, Skills and Social Partnership, highlighting the combined impact of a standstill budget and increased National Minimum Wage costs, and advocating for additional investment in the final Welsh Government budget.
- Secured recognition of the WSA's contribution during a Senedd Plenary debate considering the impact of reductions to the culture budget.
- Continued to champion members' interests as employers, businesses and providers of sport, physical activity and leisure services within key policy and funding discussions.



Advocacy

Member Advocacy and Political Engagement

- Provided members with regular intelligence and updates on developments across the Senedd, Welsh Government and other public bodies, helping organisations anticipate and respond to emerging issues.
- Worked closely with individual members throughout the year to address specific challenges and opportunities, advocating on their behalf where appropriate.
- Through the Advocacy Membership Plus programme, delivered a series of in-person training events and Board briefing sessions, with a particular focus on preparing organisations for the May 2026 Senedd election.
- Equipped Boards and senior leaders with the insight needed to assess strategic risks, identify opportunities and strengthen engagement with policymakers and stakeholders.

Event Wales

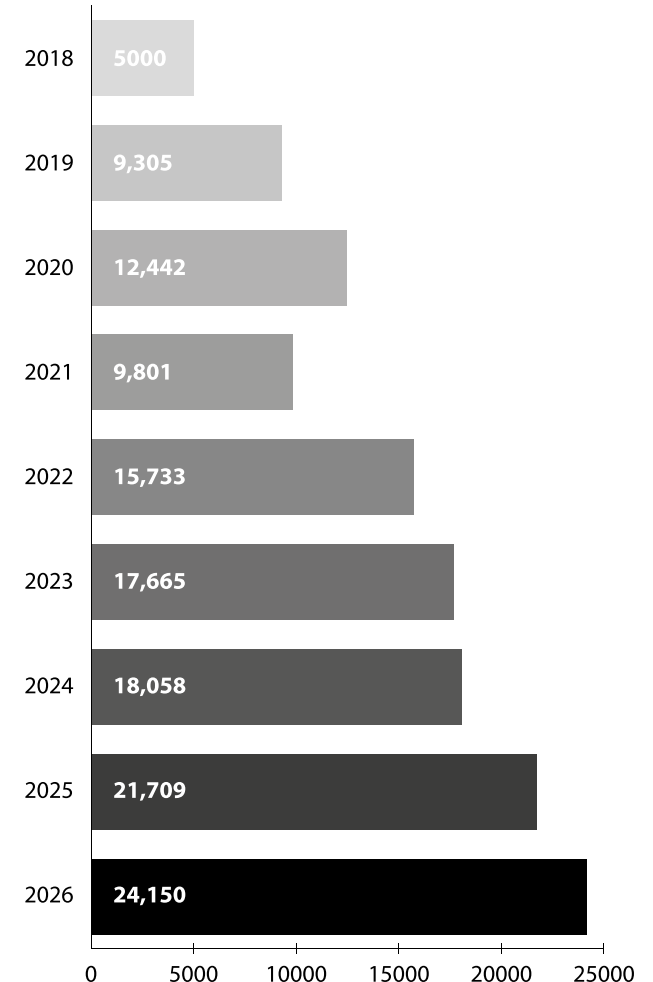
- Represented the sport sector on the Welsh Government's Event Wales Industry Advisory Group (EWIAG), ensuring the sector's perspectives informed discussions around major events policy and delivery.
- Worked closely with Event Wales' newly appointed International Sports Events Manager to support the development, attraction and successful delivery of major sporting events across Wales.

Safeguarding

The WSA offers safeguarding services, to support sport and leisure to be a safer sector. We offer Disclosure and Barring Service (DBS) checks and a fully bilingual and human-led DBS support service. We offer three different tutor-led safeguarding courses and in the reporting year, we launched our new tutor-led Adults at Risk safeguarding course. Our established safeguarding plus service, offering WSA members bespoke packages, with administrative and policy support for all safeguarding matters was at capacity by the reporting year end.

Safeguarding in Numbers...

- In the 2025/26 financial year, we delivered a record 24,150 DBS Checks, which included 3,991 in September 2025 - Our busiest month ever, significantly surpassing the previous monthly record of 2,969 in September 2024. Our previous annual record was 21,709 DBS checks in the previous year.
- In addition to serving the sports sector, through Vibrant Nation we also support not-for profits outside of sport, and in total serve over 3,000 different accounts. These include FAW clubs, WRU clubs, Welsh Gymnastics clubs and even Dyfed Powys Police.
- We upskilled our members with the delivery of three different training offers; Team Manager 1, Team Manager 2 and Welfare Officer Training. In total we delivered 20 courses in the financial year.
- We delivered the Safeguarding Plus service to six National Governing Bodies, including new member organisation the Junior Darts Corporation.



Environmental Sustainability

The following carbon reduction measures and projects have been completed this year;

Collaboration and Sector Leadership

- Partnered with sustainable suppliers and service providers, including Fleet EV, Floodlighting and Electrical, 2buy2, You.Smart.Thing, CalQrisk, and Harlequin Printing and Packaging, to provide sustainable products and services to the sector.
- Delivered the annual Sustainability Conference to share best practice and promote sustainability across the sector.
- Secured a second round of £100,000 grant funding for sector sustainability projects through our partnership with Admiral.
- Maintained membership of the British Association for Sustainability in Sport.

Carbon Measurement and Reporting

- Created databases to collect and monitor travel and electricity emissions data, alongside other carbon emissions information.
- Conducted an annual staff commuting survey to improve understanding and reporting of commuting-related emissions.

Sustainable Travel and Transport

- Implemented a Sustainable Travel Policy.
- Offer a Cycle to Work Scheme and Electric Vehicle (EV) Salary Sacrifice Scheme for staff.
- Utilise digital technologies and virtual meetings to reduce business travel and associated emissions.

Environmental Sustainability

The following carbon reduction measures and projects have been completed this year;

Training, Awareness and Governance

- Appointed a Sustainability Champion to lead and promote sustainability initiatives across the organisation.
- Delivered sustainability training for the sector.
- Introduced staff sustainability training initiatives to build awareness and encourage sustainable behaviours.

Waste Reduction and Resource Efficiency

- Avoid products with excessive packaging and, where possible, ensure packaging is recyclable or reusable.
- Avoid single-use plastics and maximise the reuse and recycling of materials to minimise waste sent to landfill.
- Only procure quantities of materials and products that are required, reducing unnecessary waste.
- Encourage the reuse of furniture, IT equipment, office supplies and other resources wherever possible.

Environmental Sustainability

WSA Sustainability in Sport Conference, 5 November 2025, Rodney Parade, Newport

We were delighted to welcome members, partners and key stakeholders during Wales Climate Week for the third WSA Sustainability in Sport Conference, held at Rodney Parade in Newport.

The conference brought together sector leaders, innovators and practitioners committed to advancing sustainability across sport and physical activity in Wales. Through a range of presentations, discussions and shared learning opportunities, delegates explored practical approaches to environmental sustainability and the role that sport can play in driving positive change.

The event concluded with an announcement from Michelle Leavesley of Admiral, who confirmed that, following the success of its inaugural year, the **Sustainability in Sport Fund** would return for a second year. Through Admiral's strategic partnership with the WSA, up to **£100,000 of funding** was made available to support WSA members in delivering innovative projects and environmental initiatives that promote sustainability across the sector.

In January 2026, funding was awarded to five WSA member organisations. **Welsh Triathlon (in partnership with Swim Wales)**, **Malpas Cricket Club** and **Cardiff City FC Foundation** each received **£25,000**, while **Beicio Cymru** and **Actif North Wales** were awarded **£12,500** each. These projects will help drive innovation, support environmental action and demonstrate the sector's commitment to creating a more sustainable future.

A full report of the event can be found [here](#)



Sustainability **Conference**



Staffing

- During the year, the WSA employed nine full-time and one part-time member of staff. This represented a net increase of 1.2 full-time equivalent (FTE) positions compared with the previous year, including the appointment of a Senior Finance Officer, a fully qualified and experienced accountant, to support the continued growth of our shared-service offer.
- The Association also engaged temporary staff at various points throughout the year to meet additional resource requirements and ensure continuity of service during periods of increased demand.
- Total staffing costs amounted to £451,663, including salaries, staff expenses, training, temporary staffing and recruitment costs.
- The growth in staffing costs over recent years has been a deliberate investment in the WSA's shared-services model. Expanding our specialist team enables us to provide high-quality support to members, helping the sector reduce duplication, achieve economies of scale and build greater resilience in an increasingly challenging operating environment.
- Through the dedication of a small staff team, the organisation supports 156 members, 22 partners and many other stakeholders, delivering a wide range of strategic, developmental and operational services that build the capacity and capability of the sport and physical activity sector.



Charity Partner Spotlight

The Welsh Sports Foundation



Established by the Welsh Sports Association in July 2022, the Welsh Sports Foundation (Charity No. 1199523) exists to help children and young people access sport and physical activity where financial barriers might otherwise prevent participation. Working closely with the Foundation's Board of Trustees, we made significant progress during the year, expanding both our reach and impact across Wales. During the reporting period:

- We secured a £100,000 Welsh Government grant through the Child Poverty Innovation and Supporting Communities Programme, enabling more than 350 children and young people from some of Wales' most underserved communities to participate in sport and physical activity opportunities. Collectively, participants engaged in over 21,000 hours of sport and physical activity, demonstrating the significant reach and impact of the programme..
- The Foundation was also successful in securing a £10,000 grant from the Barbarians Rugby Charitable Trust, providing additional support for our work to remove barriers to participation.
- Through fundraising activities and events, the Welsh Sports Association raised £2,300 in support of the Foundation's charitable objectives.
- Building on the success of the initial programme, we secured a further £100,000 of match funding from the Moondance Foundation. This investment extends the reach and legacy of the programme beyond the original Welsh Government grant period, ensuring continued support for children and young people across Wales, with funding scheduled to be deployed from April 2026.

These achievements represent important steps towards our ambition of ensuring that every child and young person in Wales has the opportunity to experience the benefits of sport and physical activity, regardless of their financial circumstances.

Reach & Participation



356 children & young people supported



21,091 hours of activity delivered



59.2 hours per child on average



Balanced gender participation
(52% F / 48% M)

Thank you to our new 2025/26 members

CENTRAL
SOUTH ACTIVE
PARTNERSHIP

PARTNERIAETH
ACTIF CANOLBARTH
Y DE



The Fit Group
CIC



Thank you to our members

Active4Blood	Mudiad Meithrin	BowlsWales	The Sporting Memories Foundation	GogleddCymruActifNorthWales	Calon Tysul	Wales Touch Association
Conwy County Borough Council	Surf Lifesaving Association of Wales	Esports Wales	Welsh Kabaddi Federation UK	RESOLVEit CIC	Inclusive Skating	Welsh Wrestling
Merthyr Tydfil Leisure Trust	Welsh Athletics	Ospreys in the Community	British Esports (Federation)	United Kingdom Brazilian Jiu Jitsu Association	Skateboard GB	Caving Wales
Squash Wales	Bangor University	Tennis Wales	Game on Wales - Coalfields Regeneration Trust	Welsh Padel Centre	Wales Lacrosse Association	Kensei Ju Jitsu Association United Kingdom
Weightlifting Wales	Dragons RFC	Welsh Fencing	Pickleball Wales	British Mountaineering Council	Welsh Student Sport	Sport Diversity Cymru (WCVA)
Angling Cymru	Mumbles Community Association	Boys and Girls Clubs of Wales	The Yogic Breath	Good Boost	Cardiff Chameleons	Wales Transplant Football Team
Cricket Wales	Swansea University	FF Dancers	Welsh Karate Collective	Rhondda Cynon Taf CBC	International Taekwon-Do Federation	West Wales Sports Partnership Ltd
Mid Wales Sport Partnership Limited	Welsh Billiards & Snooker Association	Paddle Cymru	British Fencing	Urdd Gobaith Cymru	Snowdonia Active	CIMSPA Legacy Leisure
STA (Swimming Teachers' Association)	Basketball Wales	The Black Swimming Association	Genetics Ltd	Welsh Pétanque Association	Wales National Pool Swansea	Sported Foundation
Welsh Amateur Boxing Association	Elite 82	Welsh Field Archery Association	Powys County Council	British Sub Aqua Club	Welsh Surfing Federation	Wales Veterans' Football Association
Assoc. of British Riding Schools & Livery Yards	My E-motion	Bridgend County Borough Council	Torfaen Leisure Trust	Halo Leisure	Cardiff City FC Foundation	World Association of Kickboxing Organisations
Cymru Football Foundation	Swim Wales	Fitness Industry Services	Welsh Karate Governing Body	Rounders Wales	Introsport Trust	Commonwealth Games Wales
Monmouth Sports Association	Welsh Curling Association	Parkour UK	British Horse Ball Association	Volleyball Wales	Snowsport Cymru Wales	Mental Health Football in Wales (MHFW)
Street Football Wales	Baton Twirling Association Cymru	The Geraint Thomas Cycling Trust	Glamorgan County Cricket Club	Welsh Rowing	Cardiff Devils Ice Hockey Club	Sports Chaplaincy UK - Wales
Welsh Archery Association	EMD UK	Welsh Gymnastics	Pride Sports Cymru	Byw'n Iach	Junior Roller Derby Association UK	Wales Walking Football Federation
Aura Leisure and Libraries limited	MyRounders Ltd	British American Football Association	True Aim Activities	Hoci Cymru	Special Olympics Wales	Ynys Mon Island Games Association
DanceSport Wales	Table Tennis Wales	Football Association of Wales	Welsh Mixed Martial Arts Association (MMA CYMRU)	RYA Cymru	Wales Rugby League	The Junior Darts Corporation
Mountain Training Cymru	Welsh Dance Theatre Trust Limited (Rubicon Dance)	Pembrokeshire County Council	British Horse Society Cymru	Wales Deaf Sports	Welsh Rugby Union	
Street Games	Beicio Cymru	The Outdoor Partnership	GLL - Better	Caerphilly County Borough Council	Welsh Triathlon	
Welsh Association of Motor Clubs	English Ice Hockey Assoc	Welsh Judo Association	RBI Wales Baseball & Softball	Impetus Dance	Carmarthenshire County Council - Actif	
Badminton Wales	Newport Live	British Dressage Wales	UK Breakin' National Governing Body	Shin Ghi Tai Aikido Association	Karate Wales Limited	
Disability Sport Wales	Tchoukball UK	Freedom Leisure	Welsh Motorcycle Federation	Wales Golf	SportCheer Wales	
	Welsh Darts Organisation	Philippa Tuttiett	British Martial Arts & Boxing Association	Welsh Schools Football Association		

***Thank you
to our
partners***





wsa

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