



CEFNOGI CYMRU I SYMUD

WSA STRATEGY 2026-2030

THE INDEPENDENT VOICE OF WELSH SPORT AND PHYSICAL ACTIVITY



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Chair's Welcome

It is my pleasure to introduce Cefnogi Cymru i Symud (Supporting Wales to Move) - our four-year vision for supporting our members to build a stronger, safer and more connected Cymru.

The title reflects both our purpose and our ambition. Movement is at the heart of sport and physical activity, and the Welsh Sports Association exists to support our members to be more successful, sustainable and resilient so that together we can help more people across Wales to move, participate and thrive.

As we enter a new strategic cycle, Wales is also entering a period of political change. With a new Welsh Government and evolving policy landscape, political advocacy has never been more important. As the independent and collective voice of Welsh sport and physical activity, our first strategic goal is to Advocate.

We will work tirelessly to ensure our members' voices are heard, the value of our sector is recognised, and sport and physical activity remain central to conversations about the future health, wellbeing and prosperity of our nation.

Our second goal, Collaborate, reflects a role that members consistently tell us we perform exceptionally well. The WSA has been described as a "super-connector", bringing together members, partners, decision-makers and key stakeholders to strengthen the sector. We are proud to sit at the heart of Welsh sport and physical activity, creating opportunities, sharing expertise and building relationships that help organisations succeed.

Our third goal, Develop, commits us to continuing to provide high-quality services, training, support and innovation opportunities for members. This strategy also marks two important developments: a strengthened commitment to creating a safer sector and, for the first time, a focus on the opportunities presented by Artificial Intelligence as we explore innovative ways to support our membership.

I would like to thank the WSA team, our Board, partners and, most importantly, our members for their outstanding collaboration and support. The achievements of the WSA are only possible because of the success, commitment and ambition of our members. Together, we will continue to build a stronger, safer, more connected and more influential sport and physical activity sector for Wales.





REFLECTING ON THE LAST STRATEGIC CYCLE

OUR ACHIEVEMENTS, AT A GLANCE

VIEW THE FULL INFOGRAPHIC HERE

We launched Setting Sport up for Success, in spring 2022. With a clear vision and mission, the WSA emerged from the pandemic in a strong position to support members through future challenges, requiring only minor updates to reflect a changing context.

Our success has been driven by the strength of our network, relationships, and collaborative approach. This was demonstrated through flagship initiatives, including the WSA Sports Industry Awards (launched June 2023) and Wales' first Sustainability in Sport Conference (launched November 2023), both now key annual events. We also expanded our partner network, increasing the value offered to members through discounted and pro bono services.

During this period, we introduced a widely used shared services model and a sector-specific procurement portal, although engagement with the latter was lower than expected. Our DBS service has grown steadily year on year, supporting safer sport, while the Welsh Sports Foundation secured over £200,000 in funding.

As the sector's independent and collective voice, we have continued to advocate for members, contributing to Senedd inquiries and supporting organisational submissions.

OUR VISION & MISSION

We enable our members to be more successful, helping create a stronger, safer, and more connected Cymru and a society fit for the future.

WE WILL ACHIEVE THIS BY:

LEADING ADVOCACY

*An independent,
collective voice*

COLLABORATING WITH KEY STAKEHOLDERS

*Working across the
sport and physical
activity sector in Wales
to strengthen impact*

DEVELOPING RESILIENCE

*Enabling good governance
and empowering our
members through
financially and
organisationally sustainable
practices, high quality
professional support,
comprehensive training
and development
opportunities, and a
suite of targeted
business services.*

OUR 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 and physical activity in Wales.

TRUSTED

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



OUR STRATEGIC APPROACH

We commit to working in ways that are:

INNOVATIVE

Driving creativity and forward-thinking solutions.

INCLUSIVE

Ensuring diverse voices and perspectives shape our decisions.

SUSTAINABLE

Acting responsibly for long-term impact.

SAFER

Prioritising safety in everything we do.



GOAL 1

A D V O C A T E

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. As sport is called on to deliver against an ever wider set of objectives – from health and wellbeing to social cohesion, equity and inclusion and environmental sustainability. We will ensure our member businesses are properly heard in policy development.

STRATEGIC ACTIONS

- Responding to the changing political landscape, to develop impactful relationships with the new Senedd intake, ensuring that our collective voice is heard in public debate and the **value of sport and physical activity is recognised**.

- **Routinely consulting with members** to make sure each one can be heard.

- Represent the sector's interests by actively engaging in government consultations and Senedd inquiries, participating in Welsh Government advisory groups, and providing timely briefings and alerts on **major developments affecting sport and physical activity**.

- We will be a **forward-thinking organisation**, anticipating the impact of the changing political landscape to **ensure that we influence the agenda**.

- Facilitate sector resilience by **connecting members with innovative opportunities**, reducing **reliance on public funding and promoting diversified income streams**.

- Advocate for a **safer sport and physical activity sector**.

- We will **showcase and recognise the achievements of the sport and physical activity** sector in Wales and the **outstanding impact the sector has across communities** in every corner of Wales.



STRATEGIC OUTCOMES



MEMBER VOICE AND REPRESENTATION

Form a member policy group, as well as special interest groups, to discuss and to represent the voice of the membership with targeted advocacy.



GREATER INVESTMENT INTO THE SECTOR

We will be able to evidence greater investment into the sector as a result of our activity.



INFLUENCE AND CLEAR ACTIONS

Discussions between our members and key decision makers will be regular and result in clear actions.



VISIBLE AND TRUSTED VOICE

We will have a visible presence, representing the sector as a trusted voice, when it's needed the most.



SUPPORTING THE WELSH SPORTS FOUNDATION

We will continue to support the Welsh Sports Foundation to ensure that it provides opportunities for children and young people to access sport and physical activity.



SAFEGUARDING AND BEST PRACTICE

To provide a platform for our members to share best practice, and provide a safe space for safeguarding those who safeguard.

ENABLER

The WSA will continue to independently fund its advocacy work from membership and commercial income. This independence allows the WSA to provide an impartial, united voice for the sector, ensuring that the interests of sport and physical activity are represented without political influence.

GOAL 2

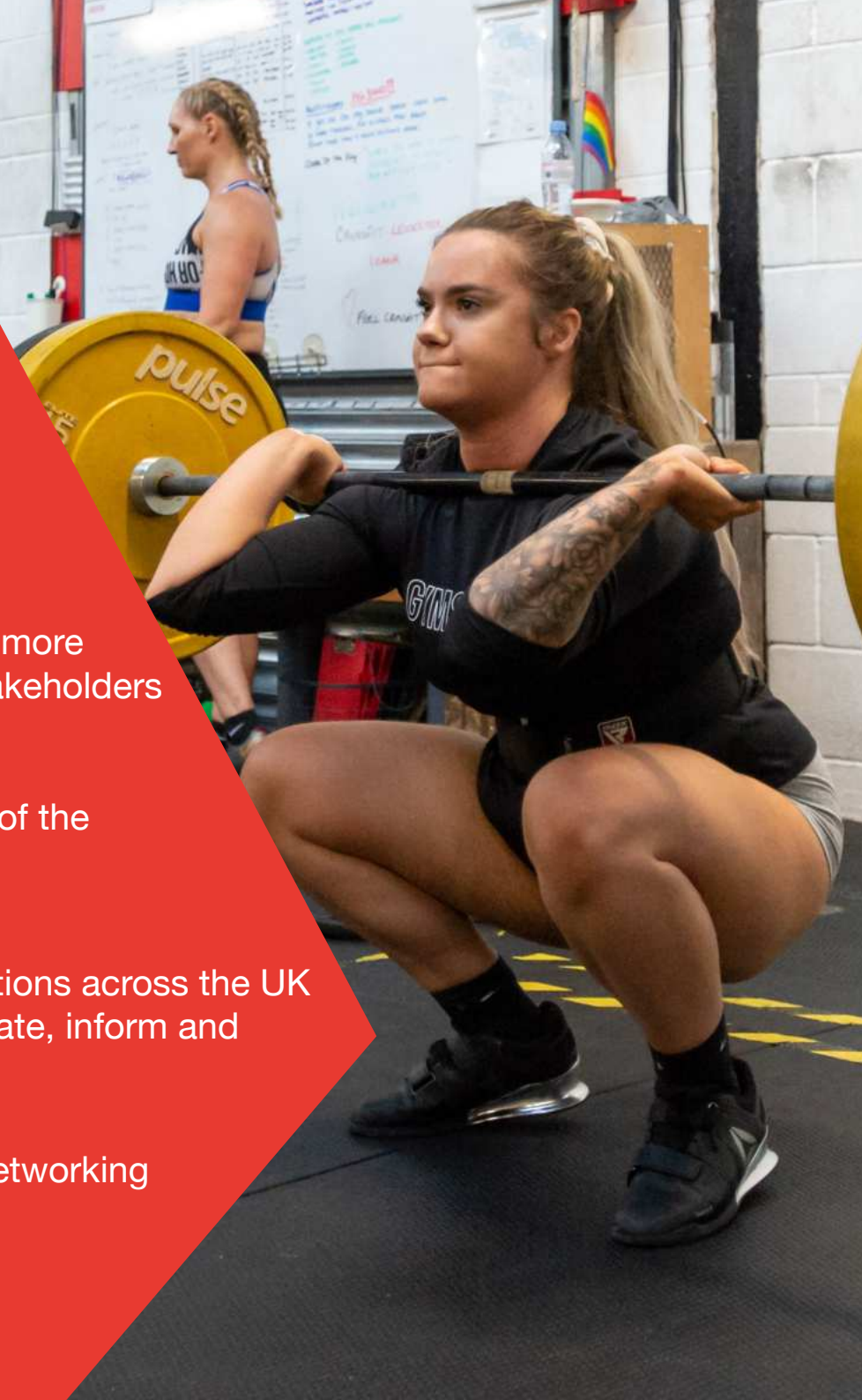
COLLABORATE

At the WSA we value partnerships and the ability to connect our members with partners and other key stakeholders, who can bring added value to the sector and help sport and physical activity to thrive.



STRATEGIC ACTIONS

- As the super-connector, we will empower a stronger, more connected community of members, partners, and stakeholders
- Our membership will reflect the changing landscape of the sport and physical activity sector.
- Pursue new value-aligned relationships with organisations across the UK and further afield to enhance collective impact, educate, inform and share, best practices
- Enhance a programme of collaborative events and networking opportunities to upskill and educate the sector.



STRATEGIC OUTCOMES



90%+ Membership retention rate



Our partnership will **safeguard, add value, add resource** and **add capacity** to our members.



Relationships with strategic partners will demonstrate **collective impact**.



We will continue to be a **trusted leader** in the sector, delivering well-supported events that make a positive impact on our members, partners and stakeholders.



Members actively engage with WSA services and communication channels, resulting in consistently **high satisfaction ratings** (excellent or very good).

ENABLER

We will further strengthen member engagement and attract new audiences by expanding digital platforms, improving online services, and investing in brand visibility.



GOAL 3

DEVELOP

We will continue to develop and enhance our services to members, supporting the growth of the WSA.

Ongoing collaboration will be key to strengthening resilience, both for our organisation and for the members we represent

A swimmer is shown in profile, wearing red swim goggles and swimming in a pool. The background is a solid red color that covers the lower half of the image. The swimmer's head is above water, and their mouth is open as if breathing. The pool's lane lines are visible in the background.

STRATEGIC ACTIONS

- Adapt our Membership Plus offers to meet member needs, ensuring flexibility, responsiveness and quality.
- Grow the reach and capacity of our DBS service (Vibrant Nation), supporting members, partners and stakeholders with business services that drives resilience and enables us to reinvest in the sector.
- Facilitate innovation, particularly in the areas of Artificial Intelligence and data, to improve safe and ethical decision-making, service delivery, and member insights.
- Champion and strengthen our commitment to the Welsh language, reflecting the cultural identity of Welsh sport, by increasing our capability to facilitate bilingual services, resources and member support wherever feasible.
- Drive value with focus on high-impact procurement, which delivers significant cost savings or generates new income streams for members.
- Invest in environmental sustainability, positioning WSA as a sector leader and supporting members in adopting climate-conscious practices.
- Champion EDI commitments and support for members, lead cross-sector collaboration, and accelerate targeted action to improve access across Welsh sport and physical activity.

STRATEGIC OUTCOMES



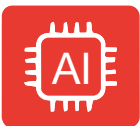
Deliver high-quality Membership Plus services, applying our Agile value to continuously adapt and evolve them in response to member needs throughout the strategic cycle.



Members will experience **improved return on investment** through access to high-value services, strategic procurement, and capacity-building initiatives, **delivered in a trusted and collaborative way**.



Deliver measurable **environmental impact improvements across WSA** operations and member activities, working collaboratively to share best practice and **strengthen trust in our sustainability leadership**.



Launch AI and data-driven tools or services that support member growth and efficiency, developed through collaborative engagement and trusted expertise.



Harness the WSA's influence to drive sector-wide commitment to EDI, **supporting members to create safe and inclusive environments**; and collaborate with partners to eliminate barriers to participation.

ENABLER

Continue to upskill ourselves, our members and other stakeholders through targeted training, knowledge sharing, and professional development.



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?



ANNUAL PERFORMANCE SURVEYS

We remain accountable to our members and will continue to report transparently on our progress at the AGM through data and insight.



BASELINE REPORTING

Independently verified surveys will be conducted annually to measure performance.



FINANCIAL OVERSIGHT

A baseline report will be published alongside the strategy and updated annually.



BOARD REVIEWS

Annual budgets will be set in alignment with the strategy, supported by long-term financial planning that ensures the organisation remains focused on its future financial requirements.



OPERATIONAL PLANNING

The board will receive quarterly progress updates and conduct a formal review at the halfway point.



RISK MANAGEMENT

Quarterly operational plans will be established for all executive team members to ensure alignment with strategic goals.



TRANSPARENT COMMUNICATION

In recognition of delivery risks, crisis management and business continuity plans will be established, routinely reviewed, and updated as needed.



WHAT WILL SUCCESS LOOK LIKE?

As a Board and Executive Team, we are committed to delivering outstanding results throughout the life of this strategic plan.



By 2030, the WSA will continue to add significant value to our members' activities, strengthening Welsh sport and physical activity. Our focus will be on supporting our membership to thrive - enhancing their capacity and capability so they can do what they do best: deliver sport and physical activity in communities across Wales.



By helping our members reduce costs, improve efficiency, and build resilience, we enable them to reinvest more resources into making Wales physically active. The WSA will demonstrate this impact year after year.



To achieve this, we must also invest in our own resources. During the previous strategic cycle, we expanded our team with four new full-time roles to deliver additional services for our members. While we aim for sustainable growth and the continued development of new, valued services, we must also ensure that the services we currently provide meet the highest standards. Our team will remain visible, accessible, and appreciated by our members.



The WSA enters this new cycle from a position of strength. Looking ahead, we will ensure that our expertise and influence continue to be recognised and valued, making a real difference in delivering the Vision for Sport in Wales.



We will celebrate every success - our own and those of our members - because together, we can raise the profile of Welsh sport and physical activity and make our sector stronger.



wsa

Welsh Sports Association
Cymdeithas Chwaraeon Cymru

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THE INDEPENDENT VOICE OF WELSH SPORT AND PHYSICAL ACTIVITY

SETTING SPORT UP FOR SUCCESS

HOW THE WSA HAS DELIVERED ON ITS STRATEGIC PLAN 2022-2025

1.OVERALL IMPACT SNAPSHOT



90%+

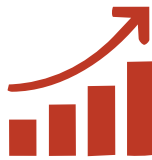
Membership retention,
with 30% growth



Successful delivery
of shared services
creating real value
for members



More opportunities
for member and
partner collaboration



Expanding services
and a growing
digital audience



Shaping Welsh sport
policy through
sustained influence
and decision maker
engagement

2.STRATEGIC GOALS



COLLABORATE

KEY ACTIONS

- Expanded member & partner network
- WSA sports industry awards launched
- WSA sustainability in sport conference launched
- UK home nations collaboration

IMPACT METRICS

-  90%+ membership retention rate every year
-  Membership increased by 30% (120 - 156 organisations)
-  Strategic partners grew by 67% (12 - 20 partners)
-  Greater access for members to expertise, services and opportunity
-  Expanded reach and credibility across Wales and the UK
-  90%+ member satisfaction annually

IMPACT

Acting as Welsh sport's Super Connector -
Bringining members, partners and decision
makers together to make the sector stronger.



DEVELOP

KEY ACTIONS

- Five membership's plus services launched
- Shared pronouncement portal launched
- Growth in DBS service
- Skills, capability & capacity building

IMPACT METRICS

-  An independent member return on investment report demonstrates significant potential savings available to all members.
-  Over 40 membership plus services delivered in a strategic cycle.
-  Income from shared services is reinvested into the WSA team, creating four new roles in the strategic cycle.
-  54% growth in DBS checks (from 15,733 to 24,145), strengthening safeguarding across Welsh sport.

IMPACT

Delivering more services that cut costs, make sport
safer and strengthen member resilience.



PROMOTE

KEY ACTIONS

- Stronger advocacy platform
- Influencing policy & investment
- Promoting sport role's in Welsh life

IMPACT METRICS

-  Respoded to 30+ Government and Senedd consultations.
-  Cited extensively in Senedd proceedings, research reports, and briefings
-  Welsh Sports Foundation created, raising over £220,000 to support participation
-  Provided regular updates to members on activity in the Senedd, Welsh Government, and other relevant public bodies.
-  Regular engagement with decision makers.

IMPACT

Using the sector with a trusted,
collective voice.



Together, we are building a stronger, more connected
and more influential sport sector in Wales.

