



WREXHAM
TENNIS & PADEL CENTRE

Wrexham Tennis & Padel Centre **Annual Report** 2024 - 2025

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Message from the Chair

The 2024–25 financial year was one of the most significant and transformative periods in the recent history of Wrexham Tennis & Padel Centre (WT&PC). Over the course of the year, we completed major redevelopment work at the Centre, welcomed new staff into the organisation, and substantially refreshed our Board of Trustees. At the same time, we expanded our sporting offer with the introduction of two exciting and fast-growing racquet sports: padel and pickleball.



Inevitably, a year of such significant change brought its challenges. Redevelopment works created disruption to our normal operations, with tennis programmes briefly relocated to redeveloped outdoor park courts at Bellevue and Acton, with our Plas Coch Road site completely or partially closed for several months. These changes were undertaken with a clear purpose: to strengthen the long-term sustainability of the Centre and to ensure that we continue to provide high-quality sporting opportunities for the community.

Wrexham Tennis & Padel Centre is now a thriving and vibrant destination. As a charitable organisation, our purpose is not simply to operate sports facilities but to create opportunities for people of all ages and backgrounds to enjoy racquet sports, develop their skills, and be part of a welcoming community. Throughout the year we have continued to see the positive impact that sport can have, whether through junior development programmes, social play, competitions, or simply providing a place where people can come together and stay active.



One of the highlights of the last calendar year was hosting the Lexus Wrexham Open, which brought high-level competition to the Centre and showcased our facilities to a wider audience. The event was the best attended ITF World Tour W100 indoor event worldwide whilst over 60,000 hours of play were watched via BBC iPlayer. Events such as this play an important role in raising the profile of the charity while also inspiring players of all ages and abilities. It would not have been possible for us to host such a high-level event without the growth and transformation that took place in the months prior, which included the complete refitting of lights in our indoor hall, with thanks to grant funding from the Welsh Government and the LTA.

Behind the scenes, the appointment of new staff and trustees has brought fresh energy, expertise and ideas to the organisation. As a charitable company, the strength of our governance and leadership is essential to our long-term success, and I would like to thank both our staff team and fellow trustees for all their efforts. I would also like to extend my sincere thanks to the many people who make our work possible. Our coaches, volunteers, partners and supporters all play a vital role in creating the welcoming and inclusive environment that WT&PC is known for. Their contribution, often given quietly behind the scenes, is invaluable.

Looking ahead, the work undertaken during the past year has laid strong foundations for the future. With improved facilities, new sports, and a refreshed team guiding the organisation, we are well placed to grow participation and expand the opportunities we offer to our community. We look forward with optimism to the next chapter and to continuing our mission of making recreational sport more accessible for all.

Introduction

The Trustees of Wrexham Tennis & Padel Centre present their annual report and financial statements for the year ended 30 September 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note to the financial statements and comply with the charity's governing document, the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Wrexham Tennis & Padel Centre is a Charitable Company Limited by Guarantee. It was founded in 1990 and registered as a charity on 29th March 2011. Wrexham Tennis & Padel Centre was established under a Memorandum of Association and has subsequently adopted Articles of Association which define our objects and powers, and by which we are governed.

Wrexham Tennis & Padel Centre's charitable objects are as follows:

- The promotion of community participation in healthy recreation in particular by the provision of facilities for the playing of tennis
- The advancement of physical education of young people in particular by provision of facilities for playing tennis

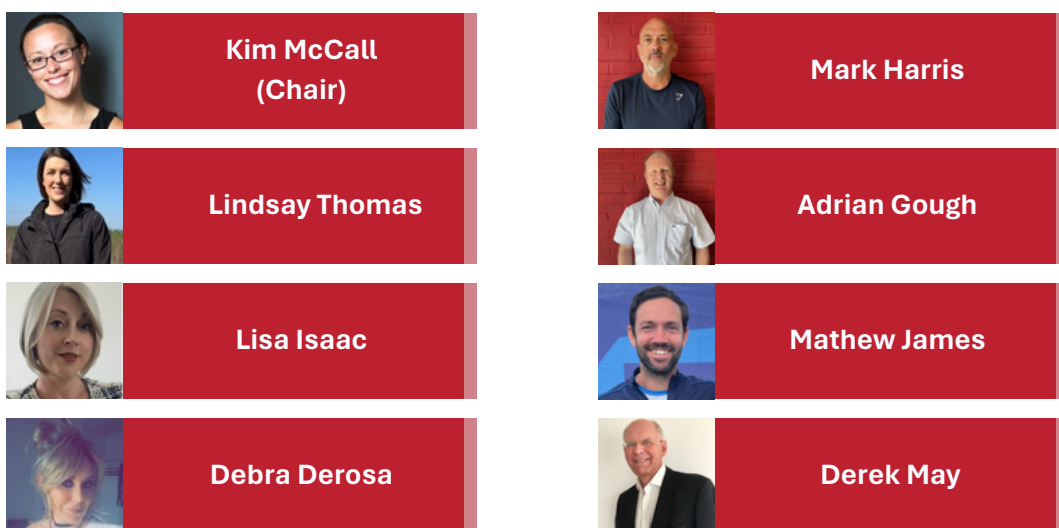
The Articles were written at the charity's conception and do not adequately reflect the expansion of services offered at WT&PC. As such, the Articles have been reviewed and amended by the Board of Trustees and a new set of Articles of Association, with updated charitable objects has been drafted to be sent to the Charity Commission for review and approval.



Governance

Wrexham Tennis & Padel Centre is governed by a Board of Trustees who are responsible for ensuring the organisation operates in accordance with its charitable objectives and delivers benefit to the community. The Board provides strategic leadership, oversight of financial sustainability and assurance that appropriate governance, safeguarding and operational policies are in place.

The Board currently consists of eight trustees who bring a range of professional expertise and experience relevant to the management and development of the Centre. Trustees meet six times a year to review organisational performance, financial position and strategic progress, and to ensure the charity is operating effectively and in line with its mission.



Operational delivery is delegated to the Centre Manager, who is responsible for the day-to-day running of the facility, and the Programme Manager who oversees on-court activity and participation programmes. Both roles currently report directly to the Board. During the coming year the organisation will appoint a Chief Executive Officer, who will assume responsibility for operational leadership and report to the Board, strengthening the organisation's management structure as the Centre continues to grow.

While the Board does not currently operate formal committees, trustees lead a number of focused workstreams to support the development of the organisation. These currently include a review of the charity's legal structure and operating model, a strategic review to guide the next phase of the Centre's development, and a governance workstream focused on strengthening policies, processes and board effectiveness.

Trustee Recruitment and Induction



During the year the organisation undertook a significant refresh of the Board, recruiting six new trustees through a fair and open process. This followed a skills audit of the Board which identified areas of expertise required to support the future development of the Centre.

Trustee roles were publicly advertised, and applicants were asked to complete a formal application process. Shortlisted candidates were interviewed by existing trustees before being appointed to the Board. All new trustees receive a structured induction to ensure they understand the charity's purpose, governance arrangements and responsibilities as trustees.

This approach ensures that the Board continues to benefit from a broad range of skills, perspectives and experience while maintaining strong governance and accountability.

Risk Management

The trustees maintain oversight of organisational risk through a formal risk register, which identifies the key strategic and operational risks facing the charity. The register has recently been developed and reviewed by the Board and will be updated regularly by staff and trustees to ensure that appropriate mitigation measures are in place and that emerging risks are monitored effectively.

Safeguarding and Policies

Safeguarding and welfare are central to the Centre's governance framework. The organisation has a designated Welfare Officer and operates in accordance with the safeguarding standards and guidelines of the Lawn Tennis Association (LTA), with which the Centre is affiliated.

The Board also ensures that a comprehensive suite of policies is maintained and regularly reviewed, including safeguarding, health and safety, equality and diversity, financial controls and data protection. The trustees are committed to promoting equality, diversity and inclusion both within the organisation and in the opportunities the Centre provides to the community.

Trustees serve in a voluntary capacity and receive no remuneration for their role.

Welfare officer

Linda Sawyer



OUR YEAR IN NUMBERS



£2.5M

INVESTED IN
TRANSFORMATION PROJECT



60,000

HOURS OF PLAY AT THE LEXUS
WREXHAM OPEN
WATCHED ON BBC



4,784

PADEL
BOOKINGS

452

ATTENDEES AT OUR
FREE OPEN DAYS



507,345

TOTAL
INCOME



19

SCHOOL
ROADSHOWS
DELIVERED

30

COMPETITIONS



*APRIL 2024 TO APRIL 2025 DATA



WREXHAM
TENNIS & PADEL CENTRE

About the organisation

Wrexham Tennis & Padel Centre is the largest indoor tennis facility in Wales and one of the largest in Great Britain. With 12 indoor and outdoor tennis courts, 3 covered padel courts and a growing number of pickleball courts, we are committed to offering inclusive access to sport and creating a safe, welcoming community for all visitors.



We provide a range of facilities and services directly to members of the public, either on a pay to play basis, or on a rolling monthly payment plan. We offer our tennis, padel and pickleball courts available to hire by the hour. We also provide tennis coaching for juniors and adults, as well as our newly introduced coaching and social sessions on padel. Pickleball court-hire has been available thus far, with further plans to introduce social and coaching sessions soon. Our team also work hard to deliver sports in the community, with regular visits to schools and an offering for local community groups to access our centre on a regular basis.



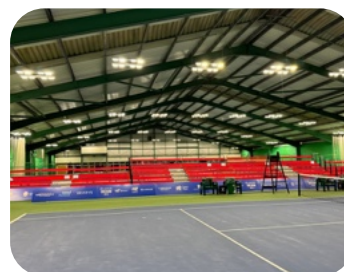
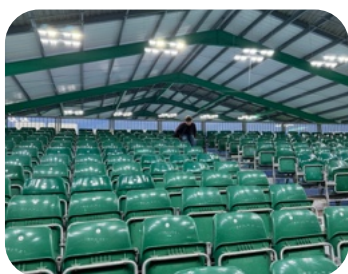
Our work – Progress towards our strategic objectives

In 2021, the Board of Trustees set out five key strategic objectives, and the summary below highlights some of our key achievements against these objectives in the last financial year.

1. Provide a first-class venue by investing in our facilities, making it the number one venue of choice for players and events

On Wednesday 29th January 2025, WT&PC re-opened following a £2.5million transformation project. The project benefited from investment from the UK Government through the UK Shared Prosperity Fund, as well as additional funding from Sport Wales and Wrexham County Borough Council.

The project resulted in the delivery of three new covered padel courts - the first in the region; the resurfacing of all outdoor courts, and installation of flood lighting for four outdoor courts. Indoors, the redevelopment led to the considerable upgrade of community spaces, with a newly designed café and social space available for customers. Newly fitted toilets and changing facilities, a newly fitted kitchen, and the introduction of a flexible meeting space available for hire, all improve the experience of visiting the Centre and have contributed to our ability to utilise our centre for major events such as the Lexus Wrexham Open.



In March 2025, the indoor tennis hall underwent a major transformation as new LED lighting was fitted on all 7 indoor courts, and on the two pickleball courts. The installation was made possible thanks to grant funding from the Welsh Government, and the LTA, and as a result, enabled WT&PC to host a W100 ITF event; the highest level of competition on the ITF playing circuit.

Alongside investment in new facilities, improved systems for routine maintenance have been introduced to ensure that the centre's facilities are properly maintained to ensure their long term future.

Our work – Progress towards our strategic objectives

2. Increase tennis participation for all, through recreational programmes, a progressive player pathway and competition structures

During the year the Board has placed increased emphasis on strengthening governance, monitoring and reporting across the charity's activities. Historically, participation data was not systematically captured, limiting the centre's ability to demonstrate its reach and community impact.

Work has now begun to collate activity data through our booking systems, and we thank the staff team for undertaking this work. As these systems record bookings rather than individual participants, the figures reported below represent activity levels rather than unique individuals, as many participants attend multiple sessions throughout the year.

Improving the quality of participation data remains a priority for the Board, and further work is planned to enable more detailed reporting of individual participation and community reach in future annual reports.

Key highlights for the year include:

A total of 1,119 bookings were recorded across structured coaching programmes, including 728 junior bookings and 391 adult bookings.

10,038 public court bookings, including 4,784 padel bookings, reflecting the growing popularity of all racket sports at the centre.

Alongside regular programmes, the charity continued to expand its community engagement. Nineteen school roadshows were delivered during the year, while two open days attracted 452 attendees, helping to introduce new participants to tennis and padel. In total, 2,806 new contacts were created during the year, allowing us to reach more people across our community.

Our work – Progress towards our strategic objectives

Player Pathway Development

For much of the 2024–2025 reporting period the centre operated without a Programme Manager and the coaching programme remained in a consolidation phase. The appointment of a Programme Manager in August 2025 has enabled a renewed focus on reviewing and strengthening the player development pathway from introductory participation through to performance tennis.



The player pathway for junior tennis begins with recreational programmes such as LTA Youth, and we have now introduced a player identification process to help coaches recognise emerging talent. Identified players are offered progression into the 'Future Stars' programme, a structured programme for development, with those regularly competing able to progress into the performance programme.



Our work – Progress towards our strategic objectives

Competition Structures



Competition activity during 2024 was relatively limited due to the redevelopment of the facility. During 2025, however, renewed focus has been placed on rebuilding and strengthening competition opportunities for players across the pathway. Through partnership with Tennis Wales, and with support from local referee Tcherina Vaughan Griffiths, WT&PC offered a total of 30 competitions in the last financial year.

3. Provide an exceptional standard of service across all areas of the business through the development of our team

Over the past year we have made significant progress towards this objective by investing in the development of a strong and dedicated staff team.



During the year we established a new operational staffing structure to ensure the Centre is well supported throughout the week. This included the appointment of four full-time Centre Supervisors and seven part-time Centre Assistants who now oversee the day-to-day running of the facility and provide a welcoming and professional service to all users of the Centre. In August 2025 we appointed a full time Programme Manager to oversee all on court activities. In 2026 we recruited a Centre Manager to oversee the day-to-day operation of the facility, and we are now in the process of appointing a Chief Executive Officer who will lead the organisation through its next phase of growth.

The team has quickly developed into a cohesive and supportive group who take great pride in the Centre and the experience we provide to our players and visitors. Our staff are central to the success of Wrexham Tennis & Padel Centre. Their commitment, professionalism and enthusiasm shape the culture of the organisation and help ensure that the Centre remains a welcoming and inclusive place for everyone who visits.

Our work – Progress towards our strategic objectives

Competition Structures

4. Provide a safe, inclusive and transparent environment for all users

Providing a safe, inclusive and transparent environment for everyone who uses our centre remains one of our most important responsibilities. As a charitable organisation serving our community, we believe that safeguarding must sit at the heart of everything we do, and that this commitment begins at Board level.



During the year, the Board of Trustees began a comprehensive review of the centre's policies, procedures and governance arrangements. This work reflects our belief that strong governance and effective safeguarding go hand in hand. Clear reporting arrangements are now in place, ensuring that safeguarding is regularly reviewed and discussed by trustees, and that appropriate oversight and accountability are embedded across the organisation.



This work has been delivered through a joined-up approach involving trustees, staff, volunteers, coaches and, critically, our Welfare Officer. Together they have worked to ensure that safeguarding is not simply a set of policies, but a shared culture that underpins everything we do. WT&PC is indebted to our long serving Welfare Officer Linda Sawyer, who will stand down this year following several years of voluntary support. Her actions and leadership have undoubtedly made our Centre a safer, more inclusive and welcoming space for all. We look forward to working together to identify and appoint a successor in this role.

Our work – Progress towards our strategic objectives

Competition Structures

We have also introduced two Young Person's Welfare Ambassadors, giving younger members of the Centre a voice and helping ensure that safeguarding and wellbeing remain visible and relevant for junior players.



Cameron Parry

Cameron has been playing tennis at Wrexham Tennis & Padel Centre since he was six years old. Over the years, he has watched the centre grow and change, it's been a huge part of his life.

'I'm excited to be part of the centre and the welfare team, where I can help make tennis a safe and enjoyable experience for people of all ages. I'm looking forward to contributing to a positive environment where everyone feels welcomed and supported in their tennis journey.'

Carys Hughes

Carys is a Level 1 tennis coach at Wrexham Tennis and Padel Centre. She has been playing tennis for 13 years, since she was 3 years old and has always loved the sport.

'Through my role as Young Player Welfare Ambassador, I am striving to ensure that every player has an enjoyable and safe experience. I want to be the young person's voice to promote safeguarding and welfare here at Wrexham. I also want to encourage more young people to take up the sport and to become volunteers.'



The Centre is subject to annual safeguarding audits conducted by the Safeguarding Lead at Tennis Wales. Whilst our 2025 audit identified minor areas of work, the Board, staff and Welfare Officer made significant changes that allowed the 2026 audit to report as follows:

“The centre has achieved the standards of safeguarding required by the LTA better than ever before. This has been the result of a joined-up approach between the trustees, centre staff, volunteers, coaches and of course the welfare officer. There is absolutely no doubt that safeguarding is the priority message that is being sent out and is a concept that has been gripped, developed and will continue to develop. A great example for all to follow especially for larger organisations across the LTA landscape.”

Safeguarding will remain a central priority for both the Board and the staff team. We are committed to continuing to develop our approach so that WT&PC remains a place where everyone – particularly children and vulnerable adults – can participate in sport with confidence, safety and support.

Our work – Progress towards our strategic objectives

Competition Structures

5. Guarantee responsible leadership, develop a modern governance model, ensuring financial sustainability

Ensuring responsible leadership and a modern governance model is a central priority for Wrexham Tennis & Padel Centre. As a charitable organisation, we recognise that strong governance, transparency and financial discipline are essential to maintaining the trust of our users, partners and the wider community.



During the year the Board of Trustees has taken significant steps to strengthen the governance framework that underpins the organisation. While the centre has achieved a great deal over many years, the scale and ambition of our future plans require governance arrangements that are clear, structured and fit for a modern charitable organisation. The Board has therefore undertaken a significant programme of governance development to strengthen the organisation's structures and processes.

Updated Articles of Association have been drafted for submission to the Charity Commission. As well as updating the Charitable Objects, these also will introduce three-year trustee terms, with a maximum of three terms, supporting both continuity and regular renewal of the Board.

A number of additional governance improvements have also been introduced, including:

1

The development of a formal board calendar to structure the annual cycle of governance activity

2

Standing agenda items for board meetings and the introduction of advance circulation of board papers

3

A policy review cycle to ensure organisational policies remain up to date and effective

4

The introduction of a formal declaration of interests process for all trustees

5

The creation of a comprehensive organisational risk register

We have undertaken a skills audit of the Board's members and recruited six new Trustees through an open and structured process. Each new trustee has received a formal induction to ensure they fully understand the organisation, their responsibilities, and the standards expected of them. Together, this has strengthened the breadth of expertise and experience available to guide the Centre's future development.

Following challenges encountered during the organisation's transformation project, the trustees have also committed to reviewing the charity's legal and governance structure. This work is currently being undertaken through a dedicated workstream and will report back to the Board with recommendations for future arrangements.

Our work – Progress towards our strategic objectives

Strengthening governance has also gone hand in hand with improving financial oversight. The Board has implemented clearer financial processes and controls to ensure that the Centre's resources are managed responsibly and transparently. As a result of this work, the financial performance of the Centre has improved significantly during the year, helping to place the organisation on a more sustainable footing for the future.

An important part of this evolution has been ensuring that the Board focuses on its core role: governance, strategy and oversight. To support this, the organisation has reshaped its operational staffing structure, enabling day-to-day management of the Centre to sit with the professional staff team while the Board provides appropriate strategic leadership.

Throughout this process the Board has remained committed to maintaining high standards of conduct and accountability. Where necessary, difficult decisions have been taken to ensure that the governance of the organisation reflects the professionalism, responsibility and integrity that the Centre expects.

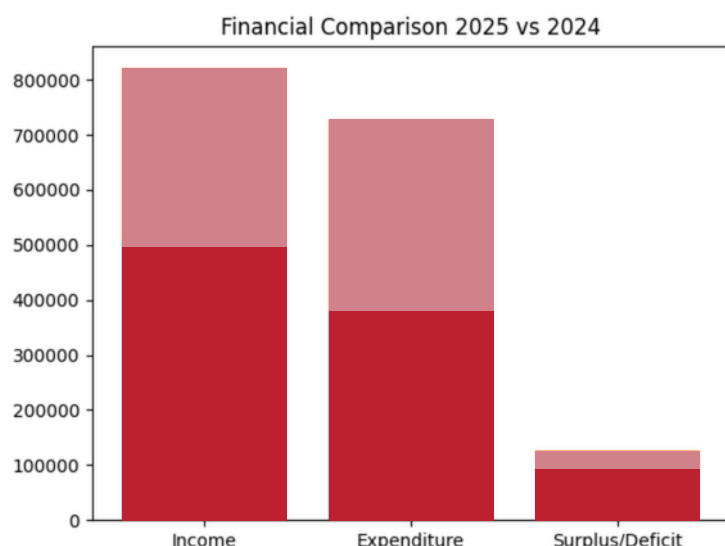
We believe that culture is set from the top. By strengthening our governance structures and clarifying roles and responsibilities, we are creating a framework that will allow WT&PC to thrive as a well-run, financially sustainable charitable organisation for many years to come.



Financial Review

The financial information presented in this report is based on draft accounts which are subject to formal approval at the AGM.

Category	2025 (£)	2024 (£)
Total Income	507,345	313,796
Total Expenditure	380,480	348,029
Surplus / (Deficit)	126,865	(34,233)
Charitable Activity Income	431,145	—
Grants & Donations	75,820	—
Reserves (Year End)	411,792	284,927



- Income: £507k ↑
- Surplus: £126k (vs deficit last year)
- Reserves: £411k

The charity holds £2.67 million in deferred income, largely relating to grant funding received for redevelopment works which will be recognised over future periods

Overall, this financial performance reflects a year of redevelopment and growth, strengthening the charity's position and supporting the long-term investment required to maintain and develop high-quality facilities.

Strategic priorities for the year ahead

As we look ahead, our focus is on maintaining a sustainable operating model that enables ongoing investment in the facility, supporting both current provision and future development. The organisation's work in the coming year will focus on four key strategic priorities. While these priorities highlight the key areas of focus for the coming year, they do not represent the full range of activity undertaken by the organisation as it continues to respond to opportunities and community needs.

1

Participation and Player Pathways

Growing participation remains central to the Centre's mission. Over the coming year the organisation will continue to expand its recreational tennis and padel programmes while strengthening structured player pathways, enabling participants—particularly juniors—to progress from introductory sessions through to development and performance opportunities where appropriate.

The Centre will also introduce greater opportunities for competitive play within its junior programme. This includes the development of internal competitions and the delivery of Grade 6 and Grade 5 tournaments at the Centre, providing accessible competitive experiences for young players.

Alongside tennis, the organisation will continue to develop its padel programme and explore participation opportunities through available booking platforms and other padel-focused initiatives. Social and coaching sessions for pickleball will also be introduced, alongside recreational competition opportunities in both padel and pickleball.

Supporting participation growth requires continued investment in the on-court workforce. The Centre will prioritise the development and expansion of its coaching and delivery team, working closely with tennis assistants and Level 1 and Level 2 coaches to support progression and upskilling. This will include active recruitment as well as collaboration with Tennis Wales, the organisation's Workforce Development Centre, to identify workforce priorities and continuing professional development opportunities.



Strategic priorities for the year ahead

2

Community Engagement and Inclusion

Wrexham Tennis & Padel Centre remains committed to widening access to racket sports across the local community. Over the coming year the organisation aims to strengthen its community outreach programme, developing more regular engagement with local schools and community groups through activities delivered both at the Centre and in local venues including schools and parks.

The charity also plans to relaunch its inclusion programme and to re-establish Welsh language delivery across elements of its activity, ensuring that the Centre remains accessible and welcoming to a broad range of participants.

Through these initiatives the organisation aims to strengthen its role as an inclusive and community-focused sports facility, supporting wider participation and engagement across Wrexham and the surrounding area.

3

Facilities and Court Utilisation

Maximising the use and quality of the Centre's facilities will remain an important priority. The organisation will focus on increasing court utilisation by maximising daytime use and encouraging greater use of outdoor courts throughout the year.

A programme of facility improvements will continue, including enhancements to outdoor social areas, completion of internal finishing works, upgrades to flexible meeting spaces and the development of a dedicated staff room.

Alongside these improvements, the Centre will maintain a strong focus on long-term asset management and preventative maintenance. This includes continued attention to major structural elements such as the roof and the introduction of regular court cleaning and maintenance processes to ensure high-quality playing conditions.



Strategic priorities for the year ahead

4

Leadership, Strategy and Financial Sustainability

The coming year will be an important period of organisational development. The charity plans to appoint a Chief Executive Officer during summer 2026, strengthening operational leadership and supporting the next phase of growth for the Centre.

Alongside this appointment, the organisation will undertake a strategic review and publish a new five-year strategy to guide its future development. This strategy will consider how the Centre can maximise its impact as a charitable organisation while ensuring long-term financial sustainability.

A key focus will be the development of a more diversified income base. The organisation will explore opportunities to increase earned income while strengthening its approach to grant funding, corporate partnerships, donations and Gift Aid. Developing relationships with commercial sponsors and partners will also be a priority, helping to support the long-term sustainability of the Centre and the continued growth of its programmes.

Through these strategic priorities the trustees aim to ensure that Wrexham Tennis & Padel Centre continues to grow as a vibrant, inclusive and sustainable community sports facility serving the people of Wrexham and the wider region.



Acknowledgements

The Trustees would like to thank everyone who has contributed to the continued development of Wrexham Tennis & Padel Centre over the past year. This includes the staff team, coaches and volunteers whose commitment and enthusiasm help create a welcoming and vibrant environment for all participants.

The Board is also grateful to our key partners who continue to support the Centre's development and its mission to increase participation in tennis and padel across the community. In particular, we recognise the support of Wrexham County Borough Council, the Lawn Tennis Association, Sport Wales, the Welsh Government and Tennis Wales.

We would also like to thank the many players, families and community members who support the Centre and contribute to its growing community. Your ongoing support plays an important role in helping the organisation deliver its charitable mission.

