



Wallingford Sports Trust Business Plan 2016/17

Contents

	Page
Executive Summary	3
Our Objectives	4
Our Organisation	5
Position Statement – Review of 2015/16	6
Business Plan Actions for 2016/17	13
Budgets and Targets for 2016/17	14
Appendix 1 List of Capital Projects	15
Appendix 2 WST/WSSC Combined Income and Expenditure Forecast	18

Wallingford Sports Trust Business Plan 2015/16

Executive Summary

Wallingford Sports Trust has three principal aims, which are to inspire participation in sport, to promote community interaction and to act in an environmentally responsible way. The Sports Trust is formed from seven constituent clubs, providing sporting opportunities in rugby, hockey, football, tennis, squash, racketball, skittles and petanque at Wallingford Sports Park. The clubs continue to be in good health and now have some 1800 members, of whom just over half are juniors - a figure which is boosted by visiting teams and hirers of the All Weather Pitch (AWP) and community facilities to approximately 3,000 visits to the Sports Park a week, during the winter season.

The Sports Park also provides an excellent venue for social activities for local people, hosting many community activities and providing opportunities for local people to volunteer to assist with and be involved in sporting activities in Wallingford.

The Sports Trust has, for the fifth successive year, achieved an improved small surplus at the end of the 2015/16 financial year and this now consistently stable situation continues to be the basis of a major initiative to upgrade and expand the infrastructure, in particular, the changing facilities, necessary to support increased activity.

The Sports Trust invests considerable time and effort in establishing and sustaining its position with South Oxfordshire District Council (SODC), Wallingford Town Council and with local businesses to ensure that it can continue to provide for the sporting and community needs of the area.



Our Aims

The Trust was established in 1972 and is a registered charity. Our work is governed by our constitution.

Our object is the advancement of amateur sport for the benefit of the residents of Wallingford and surrounding areas. We aim through the management of Wallingford Sports Park to support the provision of a variety of facilities for sport and recreation to enable local people, including young, old and disabled, to participate in and enjoy recreational and health benefits from sporting activities. Wallingford Sports Trust will seek to provide an environment where all the constituent sports clubs can flourish.

Our Objectives

Our objectives reflect our desire to provide an environment where a variety of different sporting activities for local people can take place.

In setting our objectives and planning our activities, our Trustees have given careful consideration to the Charity Commission's public benefit guidance.

1 Inspiring participation in sport

- a. Provide affordable sports, fitness and leisure opportunities for local people of all ages and abilities
- b. Encourage greater participation in sport
- c. Provide opportunities for local, county, regional and national events to enable local people to participate in and view competitive and quality sporting events
- d. Create a combined, shared facility and environment to benefit of each of the constituent clubs which would not be possible in isolation

2 Promoting community interaction

- a. Provide a venue for local groups and organisations to use.
- b. Provide opportunities for social activities both associated with sport and for non-sports participants
- c. Promote opportunities for community volunteers

3 Environmental responsibility

1. Ensure that our activities have regard for the environment and that we operate sustainably

Our Organisation

Wallingford Sports Park covers 11 hectares and is a well-established facility which has provided sport for the people of Wallingford and the surrounding region of South Oxfordshire for over 40 years. Wallingford Sports Trust, the umbrella organisation that operates the Sports Park, is a registered charity and a not for profit organisation. Wallingford Sports and Social Club (WSSC), is set up as a separate entity to run the bar and is VAT registered. It is managed by Trustees and the Sports Park Manager. Any profit made by WSSC is gift aided to Wallingford Sports Trust to support and be invested in the sports facilities.

The Sports Park is recognised as the Tier 1 outdoor facility for Wallingford in the SODC Leisure and Sports Facility Strategy. There are a number of grass playing pitches, the AWP, 5 tennis courts, a petanque terrain and a central Pavilion with 3 squash courts, a skittle alley, changing rooms and social facilities. The Trust enjoys security of tenure via a new 35 year lease with its landlord, SODC.

The Trust's only full time employee is a professional Sports Park Manager, who reports to the Trust Chairman and is responsible for a small flexible group of part time and casual paid staff. The Chairman, is supported by 10 other Trustees (7 club representatives and 3 elected) and a Treasurer, who operate as a management committee. There is a small executive committee of 5 Trustees who, with the Treasurer and Sports Park Manager, oversee day to day matters. Each club also has its own management committee to look after its playing area and the needs of its members. Other club members may be involved for particular projects or specialisms. Whilst nearly all roles for the Trust and its constituent clubs are undertaken on a voluntary basis, there is a very real awareness that, behind this club culture, the organisation has to be run on strong commercial lines.

With the exception of a valuable rent discount, the Trust is financially independent on a revenue basis, its main income being generated by the hire of the facilities, bar and kitchen revenue and club contributions. Any small surplus is reinvested into the Sports Park to maintain and improve facilities and capacity for sport, including the building up of a sinking fund to assist with the resurfacing of the AWP in the longer term. The Trust is, however, dependent on outside grants and contributions for major capital projects and has a programme of projects ready for when funding becomes available.

Position Statement - Review of 2015/16

Inspiring Participation in Sport

The Sports Trust's purpose is to provide the environment, facilities and support in which each of its constituent clubs and community activities can flourish. The clubs which do flourish are those with strong junior sections, especially so when this strength can be carried through into the adult teams.



Wallingford **Rugby** Club fields 5 senior teams (including at U18 and U17 levels), but also plans to field an occasional veterans team in the coming season and a ladies team next season from the current U18 girls. It remains the club with the largest junior section, with many mini and junior as well as girls teams across 12 age groups. In 2014/15, the Club had two more U16 England players, 1 full international (Spain) and around 27 County players. It also supplied 7 players into the Wasps academy over the U15 – U18 age groups and, for the first time ever, one of our lady touch players was invited to train with the England team. Next season, the Club wants to increase participation particularly of juniors and to encourage girls and disabled players. There will be an increased emphasis on growing and sustaining the 16-19 age group.



Wallingford **Hockey** Club runs 5 men's, 4 ladies' and 1 mixed senior teams, with the Wildcats and U14/U16s running teams from mixed 7-a-side U8s through to 11-a-side separate boys and girls U16s. In 2015/16, three present and ex-Wildcats players represented England at junior level and around 37 other boys and girls played for Oxfordshire. With numbers at capacity across almost all age groups, waitlists are in operation for the third successive year and opportunities to use other local pitches are being investigated. The girls U14s hosted the EH Midlands regional finals for the second year running. In front of a large and excited crowd playing a round robin between Reading, Worcester and Saffron Walden they ended the day third. A satellite club was launched at Wallingford School as part of the Club's ambition to increase participation particularly in the 14 – 25 year age group and improve the standard of competitive teams. It has ambitions to run a fifth ladies team.



Portcullis **Tennis** Club has membership at its highest level for many years. It runs 5 men's, 5 ladies', 2 mixed teams and an under 16 boys team - plus 3 ladies and 1 men's Veterans teams in the summer. In the winter there are 3 men's and 3 ladies' teams. Portcullis also runs a successful Winter Floodlit League open to local clubs and independent mixed teams. The expanded programme coaches over 120 juniors many of whom compete regularly.

The Club actively seeks ties with local schools and the main challenge this year is to install a new clubhouse to replace the existing building which was severely damaged by flooding.



Wallingford Town AFC runs 3 senior and 1 veterans team and is a Charter Standard Club. This kite mark recognises high quality level of provision in club and league football and demonstrates to all members, parents, sponsors and the public, that we are a well-organised, safe club.

At the conclusion of the 2015-16 season, the Reserve team reached the Nairne Paul Trophy Final and won promotion to Division 3, with the vets enjoying a phenomenal season in the Hellenic Division 1, finishing unbeaten and gaining promotion to the Veterans Premier Division.

With a reformed committee, some major ground improvements and a great club atmosphere Wallingford aim to continue their success and re-introduce Youth Football in the near future.



ABM **Skittles** Club has 19 teams in two divisions in which juniors are included. From the 15/16 season, the minimum age has been reduced to 12 (from 14) to encourage the youth of the area to come and play a fun game during the winter – in a warm and safe environment where their parents can also join or just watch and enjoy a beer or wine at the bar.

The Club is looking to promote a junior league during 2016 and is working with other clubs to understand if this is a viable option. The Summer League (June to September) already encourages younger members and the lower age limit has always been 12.



Hithercroft **Squash** Club has an even mix of private and corporate members and runs 3 men's and 1 ladies' teams in the Oxfordshire leagues. A number of players represent Oxfordshire at inter-county events including at over 40's and veterans level. The Club provides opportunities in coaching as well as for Raquetball and table tennis. The

Club has one glass back court with seating for viewing and two other courts. To maintain its excellent playing facilities it has replaced and insulated the roof to one court to improve energy efficiency and plans to replace the roofs to the other courts when finance is available. There are also plans to improve the appearance of off court areas once the current Trust building project is complete.



Petanque Wallingford, has an 8 lane terrain (the Bouldrome), the only one in Oxfordshire, which can accommodate 48 players and has newly installed floodlighting. The Club is affiliated to the Thames Valley Petanque Association and is the largest registered club in the region.

Teams and individuals play in Thames valley and other club competitions, entertain clubs from other parts of the country and play abroad. There are four regular club

meetings each week throughout the year, at various day and evening times. Club training sessions are conducted where appropriate. The facilities are also used each week by external organisations, including Style Acre, Wallingford Weekday Support group and Mencap.

The membership of the 7 clubs is currently as follows:

- ABM Skittles – 230
- Hithercroft Squash Club – 84 members, of whom 9 are juniors, and 2 corporate organisations
- Petanque Wallingford – 57 (a quarter of whom have 10 year memberships)
- Portcullis Tennis Club - 103 seniors, 123 juniors
- Wallingford Hockey Club - 130 seniors, 311 juniors (waitlist 100)
- Wallingford Rugby Club – 150 seniors, 405 juniors
- Wallingford Town FC – 115

All clubs, except skittles, have regular coaching/training opportunities for existing and new players. The outdoor pitches are used by local people for informal ball sports and other fitness related activities. The AWP is suitable for hockey and football and, in addition to the Hockey Club, the pitch is used by a number of schools for hockey and by a diverse range of local groups and clubs for 5-a-side football. It is available for hire by anyone or any group in the local community and is used extensively.

Promoting Community Interaction

The Pavilion is used as an activity space for around 40 hours a week for both sporting and other activities. Users include:

- Oxford NHS
- Baby Sensory Club
- Wallingford NCT
- Style Acre
- Sporting uses for rugby tots
- Karate
- Boxercise
- Vector Vest Business Group
- Abingdon Well Being
- Cognatum Estates Wallingford
- Lifestyle screening
- Pop up Soft Play

The Pavilion is one of the largest venues in Wallingford for events, parties and celebrations as well as wakes. It is located well away from housing and, with its on-site

parking, is free from concerns of causing local nuisance. It is available for outside bookings on weekdays during the daytime and in the evenings at weekends.

Whilst the Sports Park and Pavilion are assets that the Sports Trust is rightly proud of in providing for sporting participation and achievement, the growing use of the premises as a community facility together with the success and growth of the clubs increase pressure on **car parking and changing rooms**. These therefore remain two of the Trust's highest priorities for further capital investment this year and in the near future.

The Sports Park provides **employment** for a number of local people, some on a regular basis and others more occasionally. There are also regular weekly opportunities for 3 disabled people from Style Acre for **work experience** with a view to making them ready and experienced for paid employment. The Sports Park Manager is also working with Mencap and Oxfordshire County Council on an Employability and personal Development Traineeship programme. Work is both inside the Pavilion and around the grounds.

The individual clubs provide opportunities for **volunteering** for local people as coaches and as referees/umpires. Throughout the different sports, there are about 90 unpaid qualified coaches and 35 unpaid qualified referees/umpires, a number of whom officiate at other Oxfordshire events as well as for the clubs.

In recognition of its position in the Town, the Sports Park continues to be involved with major **community events** such as the Classic Car Rally, Bunkfest and Rugfest (both music festivals, Bunkfest with a national reputation). Volunteers provide assistance to the event organisers.

Environmental responsibility

In 2011/12 the Trust undertook a comprehensive review of buildings and operations to minimise energy use. As a result;

- work was carried out to the Pavilion including replacement doors and windows, improved insulation, a replacement efficient boiler, zonal heating controls and energy efficient lighting.
- the most used external floodlighting system, to the AWP, was replaced and modernised
- all new projects such as the recently installed and lit petanque terrain are fitted with modern efficient lighting.

In 2014 one of the squash courts roofs was replaced enabling a modern level of insulation to be installed and improving the thermal efficiency of the building. The new changing rooms block will be fully insulated to modern standards and a new energy efficient hot water system installed for the whole pavilion.

A Travel Plan has also been introduced to maximise shared use of cars and encourage sustainable transport, as a result of which a cycle shelter was installed in 2013.

Competition

Although legally set up as a charity, the Sports Trust is, in effect, operating in competition for the services it offers, particularly if it is to maintain its objective of providing affordable sport and community activities. It has achieved this through:

- the pricing structures of the individual clubs, cross financed as they are by surpluses from the AWP and social activities
- the AWP external hire rates, which are monitored against alternative providers in the area, including Wallingford School
- bar and kitchen prices, which are monitored and competitive with those in the Town
- the regime for hiring out the facilities in the Pavilion is also monitored against local alternatives

Sports Trust Initiatives

During 2015/16 the Trust, WSSC and the clubs undertook major improvements to:

- the car parking areas, installing drainage, porous asphalt surfacing and marking out -this has improved the appearance of the sports park and the capacity of the car park in poor weather.
- refurbish and redecorate the Norris/Gat rooms and the hockey clubroom and replace poor quality furniture, so these rooms are more attractive for club users and for letting out to the local community

A project was also started to redevelop and extend the changing facilities to provide six separate team changing rooms, refurbished and extended toilets including disabled facilities, baby changing and secure storage. This means our changing facilities will meet governing body standards for adults and juniors. This project is ongoing into the 2016 financial year but will open in time for the 16/17 winter season.

The Trustees undertook a number of continued and new initiatives:

- Continued development of good external relationships with SODC, the Town Council, local businesses and Wallingford School to influence and gain (financial) support for the delivery of sport and agreed development programmes for Wallingford.
- Maintained the case with SODC for S106 developer contributions arising out of the prospective major housing development in Wallingford, now determined as being Site B, and housing on the former Habitat Warehouse sites.

- Maintained reciprocal relationship with our neighbours, Fugro, over weekday and weekend parking to reduce on street parking.
- Continued a programme of reviewing, updating and extending Sports Trust policies and documents
- Maintained relationships with funders and completed a series of applications (to Sport England, SODC, RFU and WREN) for funding for the changing rooms project.
- Maintained the working group with SODC and the Environment Agency to investigate and resolve long term flooding issues caused by the Mill Brook, a watercourse that frequently floods and runs across the Sports Park. The first phase of the improvement work has been completed and Trustees are seeking the second phase completion early in this financial year.
- Progressed the drainage and reseeding of the J1 Jubilee Field rugby pitch with advice and support from Sport England and the RFU. This will provide a greatly improved playing surface increasing the playing capacity of the pitch.
- Prepared facilities for camping at events, outdoor sink and taps, waste water disposal, signage



Financial Targets for 2015/16

The outturns, against key financial indicators in the 2015/16 Business Plan, were as follows:

- AWP Hire - £49,609 (budget - £51,200)
- WSSC bar/kitchen receipts - £178,781 (budget - £194,250)
- WSSC staff costs - £51,765 (budget £51,529)
- WST hall hire - £20,982 (budget - £19,200)
- WST cash contribution - (£2,378) (budget - £6,663)
- WSSC contribution - £7,012 (budget - £11,919)
- Contribution to AWP sinking fund - £10,000 (budget - £10,000)

Business Plan Actions for 2016/17

Management

- Undertake a restructure of both the Trust and the Sports and Social Club with the Trust becoming a CIO and the Sports and Social Club becoming a Company Limited by Shares, with both organisations forming a VAT group. This will provide a more appropriate structure for an organisation of our size and a more efficient tax arrangement.
- Improve relationships between the Trust and the individual clubs to ensure they understand how the Trust works and how they can influence decisions.
- Carry out annual commercial review of pay structures and services offered by the Trust i.e. AWP hire rates, bar/kitchen prices and hire of Pavilion facilities (complete by September 2016)
- Deliver and manage the obligations of the Sports Trust and Sports and Social Club in accordance with the revenue budget and monitor/drive performance against the targets set below (ongoing).
- Consider whether to widen the scope of Elected Trustees to bring in professional expertise currently missing from collective experience.
- Continue to strengthen the links with SODC (officers and members), the Town Council and local businesses, to both influence and gain (financial) support for the delivery of agreed development programmes for Wallingford (ongoing).
- Consider whether to engage professional support in marketing of the premises and activities available, especially for weekday daytime hall and room hire.
- Review support to Sports Park Manager to enable delivery of expanding programme of activities.
- Prepare business cases and prioritise the unfunded projects on Capital Projects List (see Appendix 1).

Fundraising

- Pro-actively negotiate for S106 monies for the Sports Park arising from Site B and other developments in the Wallingford and surrounding areas
- Work with Wallingford Town Council and parish councils from the surrounding area to secure funding from Community Infrastructure Levy receipts from new housing to help fund increased capacity in our facilities.
- Make the appropriate applications to external funders to match the requirements of the capital projects programme.
- Encourage all clubs to make annual bids to Sport England Small Grants Fund for relevant projects

Improvements to Facilities

- SODC promoted project to resolve flooding issues by cleaning out Mill Brook to outfall into Bypass carrier drain – essential for J1 drainage project to be completed (September 2016)
- Provide 6 new self-sufficient, individual changing rooms and physio room, extended ladies and disabled toilets and new storeroom and tractor shed project to be completed (September 2016)
- Replace tennis pavilion (damaged during flooding in 2014)
- Replace squash court roof to courts 2 and 3, refurbish off-court areas in squash area once changing room project complete
- Provide 2 additional changing rooms to facilitate match requirements for all outdoor sports
- Extend and refurbish kitchen facilities

Budget and Targets for 2016/17

The financial cash flow for 2016/17 and the five years to 2021/22 are attached in Appendix 2, from which the key indicators for the budget 2016/7 are as follows:

- AWP Hire - £51,200
- WSSC bar/kitchen receipts - £196,667
- WSSC staff costs - £50,393
- WST hall hire - £15,600
- WST contribution - £4,339
- WSSC contribution - £8,738
- Contribution to AWP sinking fund - £20,000

Appendix 1 List of Capital Projects

Phase 1 (funding identified)

1. **New Changing Rooms** – single storey, modern, sustainable block to include 6 changing rooms, each with showers and toilets on existing footprint to cater for present senior and junior requirements. Currently, sub-standard under provision on Saturdays for senior rugby and hockey changing with no separate accommodation for juniors and no separation of sporting and social toilet facilities. Planning permission obtained. Bids prepared for Sport England, SODC, RFU and WREN. Completion date of August 2016.
2. **Drainage to rugby pitches** – installation of land drainage to J1pitch to increase utilisation. 6 full week-ends rugby (seniors and juniors) lost during 2012/13 season and 10 week-ends in 2013/14 with associated loss of £1.5k per week-end revenue to the Trust. £50,000 (min) offer received from the Sport England Playing Fields Protection Fund, subject to additional funding (circa £15,000) from Rugby Club and resolution of flooding issues caused by the Mill Brook. Completion Summer 2016 for 2017/18 season.
3. **Refurbishment of squash area** – Refurbishment of showers and replacement of carpet in off court areas. To be funded by Squash Club by December 2016.
4. **Tennis**
 - **A new pavilion (estimate £40,000) - awaiting planning consent**
£30,000 already raised
 - **Resurfacing of courts**

Future Projects (no funding yet identified)

Short term – within two years

5. **Pavilion improvements**
 - **Refurbishment of kitchen (Estimate £15,000 – 30,000)** The kitchen is small and cramped and equipment is outdated and inappropriate for catering on the scale required. This causes conflict between users at busy times and means we cannot cater for users hiring the facilities. Separate dirty dishes/washing up and cooking areas will be created. Catering size fridges, cooker, microwave and two dishwashers are required. A refurbished kitchen would enable us to provide catering for hirers of the facilities as well as being better able to meet team catering requirements.
 - **Porch entrance to Gat bar (Estimate £20,000)** A covered entrance to the Gat bar will enable dirty boots and shoes to be removed and will improve the cleanliness and atmosphere in the clubroom
6. **Energy efficiency measures**

- **Floodlights** – replacement of existing tennis and football floodlights with energy efficient more environmentally friendly units as per the All Weather Pitch and installation of alternative energy sources.
 - **Refurbishment of roofs to Squash Courts 2 and 3** (Estimate £25,000-30,000) The squash court roofs have been in place for 25 – 30 years and are close to their end of predicted lifespan. Minor repairs have already been necessary. The roofs have no insulation and are not capable of having insulation retrofitted. Modern squash courts need to be heated in a way that was not envisaged when the courts were constructed, the roofs are therefore energy and environmentally inefficient. The internal gutter arrangement blocks on a regular basis due to tennis balls entering the system and this causes internal flooding in the corridors.
- 7. Additional car parking** (Estimate £5000) - Car parking is inadequate at busy times. Small areas are available behind the tennis courts and beyond the Mill Brook which could accommodate up to 20 cars each. Levelling these areas and laying hardened surface would provide much needed additional capacity.
- 8. Petanque**
- **Shelter in Bouladrome area** (Estimate £2,000) – to provide shelter in inclement weather
 - **Additional floodlighting** (Estimate £500) – to enable evening play during the winter months.
- 9. Tennis**
- 2 new junior courts beyond the pavilion (estimate £18,000)

Medium Term – within 5 years

- 10. Two additional changing rooms** (Estimate £250,000) - The football club has entered teams in the winter season and there is insufficient changing room capacity. The local governing bodies are unwilling to stagger start times to resolve this difficulty. 2 additional changing rooms could be installed above the existing football changing rooms.
- 11 Resurfacing of AWP (Estimate £200,000)** – The AWP carpet has a limited lifespan dependant on use, it is likely to need replacing in the next 5 years to ensure that there remains a good quality playing surface suitable for the level of use at the Sports Park.
- 12 Two additional Petanque pistes (Estimate £7,500)** – This will increase capacity for Petanque

Long Term – beyond five years

- 13 Tiger Turf Pitch** (Estimate £800,000) - replacement of one existing rugby or football pitch with multi-use 3G pitch, which could accommodate football and rugby and potentially release areas of the Sports Park for other use.
- 14 All Weather Pitch** – (Estimate £800,000) installation of second pitch suitable for hockey and 5-a-side football. Currently 5 hockey matches are played sequentially on Saturdays with overflow at Wallingford School, but juniors are over capacity and there is a substantial waiting list for junior hockey. . This would be an alternative to the Tiger Turf pitch.
- 15 Gym** – investigate the feasibility of bringing an outsourced commercial gym to the Sports Park
- 17 Covered tennis courts** (Estimate £200,000) – Covering two or three tennis courts will enable tennis to be played at any time and will increase participation.

Appendix 2 WST/WSSC Combined Income and Expenditure Cash Flow Forecast

Cashflow (£)	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
<u>Cashflow from Operating activities:</u>							
WSSC Contribution	7,012	8,738	9,175	9,634	10,115	10,621	11,152
WST Contribution	(2,378)	4,339	4,556	4,784	5,023	5,274	5,538
Club Contributions	17,357	18,500	18,500	18,500	18,500	18,500	18,500
Total operating cashflow	21,991	31,577	32,231	32,917	33,638	34,395	35,190
<u>Cashflow from Investing & Financing activities</u>							
Grants/ S106 monies	118,324	353,001	70,000	60,000	240,000	775,000	750,000
Club funding		10,000			30,000		
Coors loan		15,000					
Total Financing income	118,324	378,001	70,000	60,000	270,000	775,000	750,000
<u>Capital projects :</u>							
Changing rooms	(58,870)	(355,740)					
Drainage project	(44,609)	(11,000)					
Car park	(23,715)		(5,000)	(5,000)	(5,000)		
Energy efficiency improvements			(25,000)	(25,000)			
Kitchen extension/ refurb		(15,000)					
Porch entrance			(20,000)				
New junior tennis courts			(20,000)				
Refurb squash roofs				(30,000)			
Covered tennis courts					(200,000)		
AWP (resurface + additional)					(200,000)	(400,000)	(400,000)
Synthetic turf						(400,000)	(400,000)
Total capital spend	(127,194)	(381,740)	(70,000)	(60,000)	(405,000)	(800,000)	(800,000)
Net cash from investing & financing	(8,870)	(3,739)	0	0	(135,000)	(25,000)	(50,000)
Cash balance	42,994	56,115	83,953	116,184	149,101	47,739	57,134
42,994	56,115	83,953	116,184	149,101	47,739	57,134	42,324
Memo : Cash on deposit (AWP sinking fund)	30,729	53,953	86,184	119,101	17,739	27,134	12,324