



Wallingford Sports Trust

Business Plan 2019/20

Contents

	Page
Executive Summary	3
Our Aims	3
Our Objectives	4
Our Organisation	4
Position Statement – Review of 2018/19	6
Sports Park Strategy	13
Business Plan Actions for 2019/20	15
Budgets and Targets for 2019/20	16
Appendix 1 List of Capital Projects	18
Appendix 2 WST/WSSC Combined Income and Expenditure Forecast	19

Executive Summary

The Wallingford Sports Trust (The 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 Trust is formed from eight constituent clubs, providing sporting opportunities in rugby, hockey, football, tennis, squash and racquetball, skittles, petanque and archery at Wallingford Sports Park. The clubs continue to be in good health and now have some 1900 members, of whom 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 provides an excellent venue for social activities for local people, hosting many community activities and providing opportunities to volunteer to assist with and be involved in sporting activities in Wallingford.

The Trust has, for the seventh successive year, achieved a small cash surplus at the end of the 2018/19 financial year and this relatively stable situation continues to be the basis of initiatives to upgrade and increase the capacity of the infrastructure necessary to support increased activity.

The 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 now a Charitable Incorporated Organisation (CIO). Our work is governed by our constitution.

Our object is the promotion of community participation in healthy recreation at Wallingford Sports Park for the benefit of the residents of Wallingford and surrounding areas of much of South Oxfordshire, by the provision of facilities for playing sports or activities capable of promoting physical health or fitness.

We aim 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. The Trust will seek to provide an environment at the Sports Park where all its independently-managed constituent sports clubs can flourish.

There is expected to be a considerable population growth in the Wallingford area due to a number of substantial building projects over the next few years. It is estimated that this could exceed 10% increase in the catchment population.

Our Objectives

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

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

2 Promoting community interaction

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

3 Environmental responsibility

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

Our Organisation

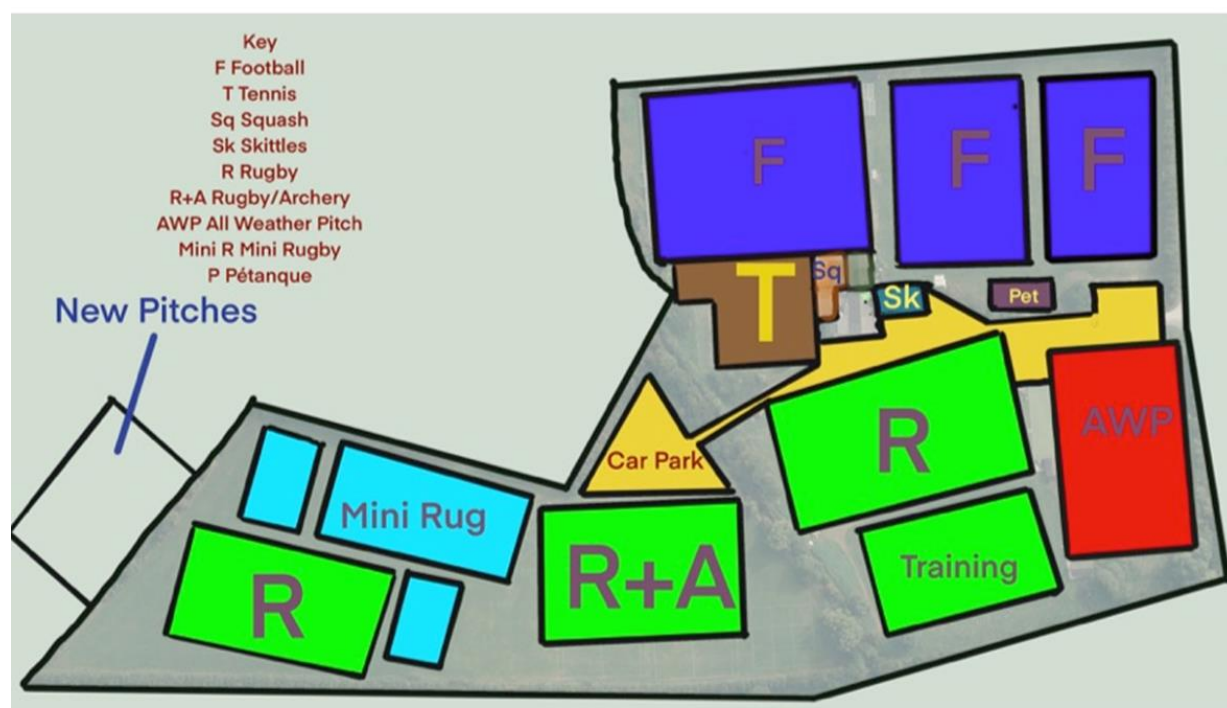
Wallingford Sports Park covers 11 hectares and is a well-established facility which has provided sport for the people of Wallingford and the surrounding region of South Oxfordshire for over 40 years. The Wallingford Sports Trust, the umbrella organisation that operates the Sports Park, is a Charitable Incorporated Organisation and a not for profit organisation. Wallingford Sports and Social Club Ltd (WSSC), is set up as a separate legal entity to run the bar. WSSC is a subsidiary of the Trust, with the two organisations being registered as a single VAT group. WSSC is also managed by Trustees (three of whom are Directors) and the Sports Park Manager. Any distributable profit made by WSSC is gift aided to The Wallingford Sports Trust to support and be invested in the sports facilities.

The Sports Park is recognised as the main 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 35 year lease with its landlord, SODC.

The Trust's only full time employee is a professional Sports Park Manager, who reports to the Chairman and is responsible for a small flexible group of part time and casual paid staff. The Chairman, is supported by 11 other Trustees (8 club representatives and 4 elected) who operate as a management committee. There is a small executive committee of 5 Trustees who, with the 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.



Wallingford Sports Park Diagrammatic Plan

Position Statement - Review of 2018/19

Inspiring Participation in Sport

The 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.



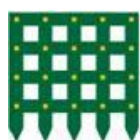
ABM **Skittles** Club has 16 teams in two divisions, in which juniors are included as well as some as old as 80. From the 17/18 season, the minimum age has been reduced to 10 (from 12) to encourage the youth of the area to come and play a fun game during the winter – in a warm and safe environment where their parents can also join or just watch and enjoy a beer or wine at the bar. The Summer League (June to October) already encourages younger members and we feel that, with perseverance, the Club can have a thriving junior community.



Hithercroft **Squash** Club has a mix of private and corporate members (company membership) with a total of 80. Although there are, now, no ladies' leagues in the County, it runs 2 men's teams and has a few members who participate in county matches. The Club provides coaching, with one of the coaches focusing on fitness training while the second is teaching squash skills to a growing squad of juniors. The Club has one glass back court with seating for viewing and two other courts. The Club maintains an on-going programme of maintenance to ensure the courts remain in excellent condition with 2 of the courts programmed for re-roofing this summer.



Petanque Wallingford, has two terrains - an 8 lane and a 3 lane (the Boulodrome) and has floodlighting. It is the only petanque club in Oxfordshire and can accommodate a maximum of 66 players at one time. The Club is affiliated to the English Petanque Association and 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 as necessary. The Club also hosts games for other organisations such as the WI.



**PORTCULLIS
TENNIS
CLUB**

Portcullis **Tennis** Club membership is close to its highest level for many years. It competes in Oxfordshire's Summer and Winter Leagues with 1 men's, 5 ladies' and 2 mixed teams. The Club runs annual tournaments for both adult and junior members, as well as regular social/tennis events. In association with National Tennis Association, the Club coaches circa 120 juniors, many of whom compete regularly, and actively seeks ties with local schools.

The new pavilion is due for completion this summer and fundraising will soon commence to provide two mini tennis courts suitable for supervised play and coaching to 5-8 year olds.



In 2019 Wallingford **Hockey** Club has celebrated 125 years since its formation. The Club fields 5 men's and 4 ladies teams with a Ladies side also playing in the Oxfordshire Badgers development league. The men's sides play in the Middlesex, Bucks, Berks, Oxon Leagues with teams distributed throughout the 9 divisions. The Ladies sides play in the Trysports league covering Buckinghamshire, Berkshire and Oxfordshire with the teams playing throughout its 5 divisions. The 2018-19 season saw the introduction of a Back to Hockey friendly league following the success of our B2H coaching last season. Meanwhile, the Wildcats continue to thrive and, with over 350 under 16s regularly coming for training, have continued to shine in competitive tournaments such as the England Hockey county and regional cups, but also welcomed new players who have enjoyed the development leagues where they have built their skills and their love of sport. A key requirement for the Club is to increase playing capacity on Sunday mornings and weekday evenings when the existing single AWP is no longer able to meet demand.



Wallingford **Rugby** Club has now started in its 52nd season, and fields 3/4 senior teams (including U18 Colts), and an occasional veterans team. The Senior Women's team is in its infancy, but is now up and running, and hope to enter the league system next season - all this along with mini and junior teams across 12 age groups and touch rugby catering for more than 50 players who have also provided WRC with England honours. The Club has over 600 members, including 400 minis and juniors, where there is expected to be significant growth in girls, and with an ever growing and more active Vice President membership. The Club also provides numerous county and regional representatives together with four England junior players. Improvements are being sought for the western access to the Rugby Clubroom and in drainage and lighting to the 1st XV pitch.



Wallingford Town AFC is running 4 senior teams, with the Reserves joining the First Team in the National League system. The Club has added an U17 Youth team to the existing U18 Youth setup, with both playing in the Oxfordshire Invitational League. This development encourages a natural transition for young players from all local Youth teams in to open age football at WTAFC. The Club is also planning to run girls'/women's teams in 2010/21. WTAFC operates to the FA Charter Standard, which is the governing body's kite mark. This acknowledges the 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 and safe club. Priorities for facilities include refurbishing the surrounds to the main stadium pitch including the changing rooms. The Club enjoys a partnership arrangement with Crowmarsh Youth F.C. whereby older youth players move across to Wallingford Town A.F.C. to become our under 16 team. Crowmarsh themselves are looking to maximise their use of the Sports Park and would particularly welcome floodlit facilities.



Wallingford Castle **Archers** was established in 2015 and joined Wallingford Sports Park in 2017. The Club is continuing to grow quickly and has just reached 130 members. It is affiliated to Archery GB, the Southern Counties Archery Society and the County of Oxfordshire Archery Society - and uses Wallingford Sports Park during the outdoor season and shoots indoor at Wallingford School during the winter. Now serving all ages from 6 years upwards, the Club is also working closely with local schools and leisure centres to deliver satellite clubs. Our members have a broad range of experience and ability ranging from junior and adult novices, right through to experienced archers who have represented their country and regularly shoot at national competitions. The Club has hosted a number of events including County Championships and the County junior development squad which is dominated by Wallingford members.

The membership of the 8 clubs is set to grow with the rapid growth in local house building, but currently stands as follows:

- ABM Skittles – 160
- Hithercroft Squash Club – 72 seniors, 8 juniors, and 2 corporate organisations
- Petanque Wallingford – 58 seniors, 2 juniors
- Portcullis Tennis Club - 80 seniors, 120 juniors
- Wallingford Hockey Club - 185 seniors, 368 juniors
- Wallingford Rugby Club – 121 seniors, 408 juniors
- Wallingford Town AFC – 95 seniors
- Wallingford Castle Archers – 71 seniors, 61 juniors

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 increasingly used as an activity space for around 50 hours a week for both sporting and other activities. Users include:

- Oxford NHS
- Baby Sensory Club
- Wallingford NCT
 - Style Acre
 - Rugby tots
 - Yoga
 - Pilates

- Chiropodist
 - NHS
- Little Kickers
 - Karate
 - Boxercise
 - Zumba
- Vector Vest Business Group
 - Abingdon Well Being
- Cognatum Estates Wallingford
 - Vision Leisure
 - Lifestyle screening
 - Pop up Soft Play
- Messy Children’s Activity
 - Mini Professors
- NCS (National Citizen Service Oxford)
 - Lifeline Screening
 - SODC Training Days
 - Health Watch - Oxfordshire
 - Indoor Archery
 - Wallingford UA3 Meetings
 - Diabetes Exercise Class
 - Fugro Training Days
 - One Fit Mama
- Vision XS Leisure Training Days

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, changing rooms and pitch capacity**. These therefore remain three 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 4 special needs 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, Rugfest, and Bunkfest (which has 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. Since then:

- work was carried out to the Pavilion including replacement doors and windows, improved insulation, replacement efficient boilers, zonal heating controls and energy efficient lighting
- the most used external floodlighting system, to the AWP, and now that to the stadium football pitch have been replaced and modernised
- all new projects such as the recently installed and lit petanque terrain and the proposed new football lighting 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, a process to be repeated on the other two courts during 2019.
- The new changing rooms block was fully insulated to modern standards and a new energy efficient hot water system installed for the whole Pavilion.

The Sports Park has its own Travel Plan, which was 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 2018/19

Management

- During summer of 2019, a series of presentations was made to each of the club committees to raise awareness of the role of the Trust, the challenges of its revenue budget and the critical necessity to all of its continued financial stability.
- Various actions were pursued to bring in additional sources of revenue including camping (tentative beginning), the siting of a communications antenna (came to nothing), the SODC lottery (limited success), and more pro-active marketing of the Pavilion for weddings, christenings, weekday daytime activities and weekend social events.
- During the course of the year, all pay structures and services offered by the Trust were reviewed.
- The ongoing and new requirements of safeguarding and GDPR legislation have been understood and complied with in respect of the Trust's obligations.
- A new cook was appointed in the Autumn, who has taken ownership of the new kitchen and increased sales particularly at weekends, although there are many more, as yet, unexploited opportunities.
- Approaches were made in co-operation with the Town Council in an effort to ensure that the position of the Trust was fully represented in SODC's Sport and Leisure Strategy.
- Early in 2019, an initiative was taken to involve the National Governing Bodies as well as SODC in the development of the Sports Park to meet the needs identified in the Sport and Leisure Strategy and particularly the demands of rapid housing growth in the area.

Fundraising and Improvements to Facilities

- The refurbishment of the kitchen and main bar to provide greater capacity for our catering offer was completed with a Wren grant of £29k and the remainder being funded by Local Councillor contributions and the Trust.
- A new mower was purchased and fencing erected to protect football pitches from stray parking with a grant of just over £6k from the FSIF, the remainder being funded by the Football Club.
- An overflow car park for 50 cars was constructed on the Jubilee Field with part of a £46k grant from SODC, the remainder being funded from a Local Councillor contribution and the Trust.
- The floodlights on the stadium football pitch were upgraded to Hellenic League standard and additional permanent training lights installed with a grant of £14,700 from the FSIF and part of the grant of £46k from SODC.
- CCTV cameras, a security system for staff and an automatic operating mechanism for the front doors have been fitted, funded by Local Councillor contributions.

- Groundworks for a new tennis pavilion were commenced to replace the original damaged by flooding in 2014, with part of a £46k grant from SODC but the majority funded by the Tennis Club and private donations.
- £40k of SODC S106 monies for refurbishing two Squash court roofs and showers to be carried out in 2019/20 has been received.



Upgraded floodlights on the stadium football pitch

Outturns against financial targets for 2018/19

The outturns, against key financial indicators in the 2018/19 Business Plan, were as follows:

- | | |
|--------------------------------|------------------------------|
| • AWP hire | £55,757 (budget - £55,700) |
| • WSSC bar/kitchen receipts | £180,461 (budget - £171,250) |
| • WSSC staff costs | £51,896 (budget £47,863) |
| • WST hall hire | £21,093 (budget - £19,200) |
| • WST contribution | £12,421 (budget - £14,595) |
| • WSSC contribution | £2,220 (budget - £195) |
| • Contribution to sinking fund | £10,000 (budget - £10,000) |

Wallingford Sports Park Strategy

The Sports Park continues to operate well and the recent new organisational arrangements provide a sound basis for the continuation of the Trust. We believe the umbrella function of the Trust with club based provision for individual sports has many advantages and we wish to continue with this approach. In particular it provides:

- a cost effective basis for our operation and for the playing of sport
- an environment where clubs feel a sense of ownership for the facilities they use and users feel involved and able to influence the operation of those facilities
- a volunteering culture

Particular issues we face in moving forward are:

- The limited capacity on our current site – we have waiting lists for junior sport, notably hockey and would like to accommodate more junior football.
- Our financial resources – we have limited spare resources on an annual basis to carry out capital projects and are dependent on grants for most projects. Increasingly, we are looking for alternative sources of revenue as bar takings steadily decline. We believe the reasons for this decline are not peculiar to WST but reflect a national trend in drinking and social habits.
- Our people skills – we have one full time employee, the Sports Park Manager, plus part time bar and kitchen staff, whilst other work is undertaken on a voluntary basis by Trustees. We need to recruit a wider skill base for our trustees and volunteers, in particular, business development and event management.

Our ambition is to provide better facilities, more capacity for sport and a wider range of sporting opportunities for everyone in the Wallingford area, whilst, at the same time, maximising the use of the Pavilion at less busy times as a more general community centre for local people. We believe this can be achieved by a strategy which seeks to:

- Attract clubs providing other sports and age groups that can use the existing facilities to join the Sports Park
- Maintain and improve the quality and capacity of the existing facilities, playing surfaces and attractiveness of the Pavilion
- Increase the size of the Sports Park and available parking
- Extend playing time by the installation of 3G/4G pitches and the use of flood lighting
- Provide outdoor sporting and leisure opportunities at times when the facilities are not well used e.g. in the summer months
- Promote indoor use of all spaces in the Pavilion for more general community activities during weekday daytimes and for social activities on weekend evenings.

Two new clubs have joined the Sports Park in recent years, Petanque and Archery. The Petanque Boulodrome was built and subsequently extended on a small unused area to the side of the football pitches. Archery uses rugby pitches in the summer at times when they are not required for rugby and has aspirations to build an indoor shooting gallery on an unused part of the site for use winter. We are pleased that both these sports have widened the age range and ability groups using our premises. We will encourage other sports to use our facilities where they can be similarly accommodated with our existing users.

Our first priority is to maintain and upgrade the excellent facilities that the Sports Park already enjoys, such as the tennis pavilion, squash courts and the AWP. However, capacity could be nearly doubled with appropriate drainage/irrigation and sport tolerant turf. The drainage and reseeding project on the Jubilee Field has proved very successful and we would like to further increase grass capacity through more frequent and reliable use on other pitches, notably the 1st XV rugby pitch. Similarly, we are confident that 'extending' the existing AWP for hockey and introducing a 3G pitch, primarily for football, would be well used, although we would need to be sure that both are commercially viable. In parallel to this, we need to promote some aspects of the main Pavilion to make it more welcoming for all Sports Park users and to generate more revenue.

Two new junior grass pitches are to be made available as part of the housing development to the north of the Sports Park and will become part of the Sports Park in 2021 so that they are made available for community use. This would appear to be the only real opportunity to expand our site in the short term. Much of our playing surface has flood lighting, although some is of poor quality or its use restricted by planning conditions. Although the football lighting has been upgraded, we will seek to improve lighting further so it is more efficient and effective and also to extend the hours of use.

Following consultation with the clubs, all this has been brought together with the Trust's own ambition of becoming carbon neutral as a 5 Year Programme and shown in Appendix 1 with the consequential expenditure shown in Appendix 2.

For the first time, in addition to Rugfest and Bunkfest camping, 2018 saw the running of a children's summer camp in what is a relatively slack time and will be repeated in the current year. During the summer of 2019, we will have successfully let a limited number of pitches for camping, a practice we intend to expand by gaining the appropriate consents/licenses. Our general intention is to look for more daytime, summer, outdoor uses of the facilities. This and a greater recognition locally of the suitability of our existing and improving Pavilion for community use should both ease the strain elsewhere in the Town and provide revenue for the Sports Park. Increasing the use of the Sports Park and widening the range of people benefitting combined with the personal security of the new CIO status of the Trust, will provide a broader range of talent from which to recruit future trustees.

Business Plan Actions for 2019/20

Management

- Carry out an 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
- Deliver and manage the obligations of the Trust and Sports and Social Club in accordance with the revenue budget and monitor/drive performance against the targets set below.
- Widen the scope of Elected Trustees by at least one to bring in professional expertise currently missing from collective experience and to provide succession for key positions
- Develop stronger links and support for our 5 year programme with SODC, Sport England and the various NGBs.
- Further promote the use of the Pavilion as a Community Centre and, in particular, for corporate hire
- Further promote the new kitchen so as to improve the offering to players, supporters and parents of club members and to support external bookings – target take, £500 - £1,000 per week.

Fundraising and Improvements to Facilities

- Completion of the installation of the new tennis pavilion to replace the original damaged by flooding in 2014, with part of a £46k grant from SODC but the majority funded by the Tennis Club and private donations.
- Refurbishment of two Squash court roofs and showers with £40k of SODC S106 monies.
- Pro-actively negotiate for S106 monies for the Sports Park arising from Site B and other developments in the Wallingford and surrounding areas to enable improvements to our facilities and expanded capacity for sport
- Make the appropriate applications to external funders to match the requirements of the capital projects programme.
- Build relationships with Wallingford Town Council and surrounding village parish councils within our catchment area to make the case for funding of projects from Community Infrastructure Levy monies.
- Encourage all clubs to make annual bids to Sport England Small Grants Fund and to other smaller funders, such as Tesco and Aviva, for relevant projects
- Generate alternative revenue funding to augment declining bar sales

Budget and Financial Targets 2019/20

The forecast for 2019/20 and beyond is attached in Appendix 2, from which the key indicators are as follows:

- AWP Hire £59,850 (2018/19 £55,757)
- WSSC bar/kitchen receipts £174,725 (2018/19 £180,461)
- WSSC staff costs £49,827 (2018/19 £51,896)
- WST hall hire £20,000 (2018/19 £21,093)
- WST contribution £14,825 (2018/19 £14,880)
- WSSC contribution £580 (2018/19 £2,220)
- Contribution to sinking fund £10,000 (2018/19 £10,000)

Appendix 1 5 Year Programme

<u>Future Capital Projects</u>		2019	2020	2021	2022	2023	2024	Cost	Potential funders
Archery	Outdoor container and equipment	x						£5k	S106 (Habitat)
	Indoor shooting gallery					x	x	£440k	??
Football	Replace pitch perimeter wall		x					£10k	70% FSIF:??
	Hard standing around entire pitch		x					£20k	70% FSIF:??
	Borehole for pitch irrigation		x					£10k	70% FSIF:??
	Fit turnstile		x					£3k	70% FSIF:??
	Replace PA		x					£2k	70% FSIF:??
	Refurbishment of changing rooms		x					£15k	70% FSIF:??
	2 additional grass junior pitches			x				£0k secured	S106 (Site B)
	Panel fencing around main stadium			x	x			£10k	70% FSIF:??
	Replace dug out on 2nd pitch				x			£5k	70% FSIF:??
	3G Pitch including for rugby training					x	x	£750/800k	66% PL/FA FF: S106
Hockey	Replace AWP surface			x	x			£165/205k	WST SF: S106 (Habitat)
Hockey/Rugby	Half size AWP/Drmg & Ltg 1st XV		x	x				£445k	WHC SF: HF: RFU (Ltg): S106; SE
Tennis	Replacement tennis pavilion	x						£40k secured	SODC: private donations: Club funds
	Floodlit Mini courts			x				£30k	??
	Upgrade court seating etc		x					£4k	??
	Upgrade floodlighting to lower energy					x		£25k	??
	Resurface existing courts							£20k	??
Squash	Refurbishment of 2 roofs and showers	x						£40k secured	S106 (Habitat)
All	Pavilion West frontage	x						£10k	Rugby Club: Lynda Atkins
	Fencing of footpaths			x				£10k	Site B developer
	2 additional changing rooms			x	x			£150k	S106
	Changing rooms on Jubilee					x	x	??	??
	Main pavilion refurb	x	x	x	x	x	x	£4k pa	WST
	Additional car parking		x	x	x	x	x	£50k	66% PL/FA FF: S106
	Green energy source							??	??
	Commercial/club members gym							??	??

Current Projects

Phase 1 - funding obtained

- 2nd outdoor container and equipment for Archery** (Estimate £5,000 to be funded S106). Storage and workshop space fitted out with archery specific tools
- Replacement tennis pavilion** (Cost circa £40,000 to be funded £10,965 SODC, £16,535 Tennis Club, £12,500 donations). Replacement of 20 yrs old tennis clubhouse damaged and written off in 2014 floods with a raised (above 2014 flood level), bigger, modern building with covered viewing deck and disabled access.
- Refurbishment of Squash Courts** (Estimate £40,000, to be funded S106). Replacement of leaking, uninsulated roofs to courts 2 and 3 and re-tiling of leaking floors and walls to showers.

Phase 2 - funding applications under consideration

- Pavilion west frontage** (Estimate £10,000). Opening up Hockey and Rugby clubrooms, decking and porch entrance to provide dirty boot and shoe storage and improve cleanliness and welcoming atmosphere inside.

Future Projects (no funding yet identified)

Short term – within 3 years

- 1. Main Pavilion refurbishment** (Estimate: £4,000 pa). Initially, provision of re- upholstered chairs, new carpet to skittles alley and screening to stage storage area.
- 2. Refurbishment of Football main stadium** (Estimate £60,000). Including perimeter wall, hard standing, irrigation system, turnstile, PA system, changing rooms
- 3. 2 additional junior football pitches** (No cost). Land is available on the new development site to the north of the Sports Park for two junior football pitches, which should be acquired through a section 106 agreement
- 4. Panel fencing/screening around Football main stadium** (Estimate £10k)
- 5. Replace dug out on 2nd football pitch** (£5k)
- 6. Resurface AWP** (Estimate £165,000 - £200,000). The surface of the AWP and possibly the shock pad will have reached the end of its life and need replacement by 2022. A sinking fund is in place to provide funds towards this, although additional funding of up to £80,000 might still be required from grants
- 7. Extend AWP and drainage/lighting to 1st XV pitch** (Estimate £445,000). Install half size AWP adjacent to existing to increase capacity, particularly for hockey juniors, and drain 1st XV rugby pitch to increase usage to compensate for 'lost' grass area.
- 8. Upgrade tennis court seating** (Estimate £4k).
- 9. 2 new floodlit junior Tennis courts** beyond the pavilion (Estimate £30,000)
- 10. 2 additional changing rooms** (Estimate, ideally for 2nd storey solution £150,000, and/or steel prefabricated building £70,000). Present capacity of 8 just sufficient for current Saturday requirement, but 2 short of that needed to cater for growth.
- 11. Pave/repair car park** (Estimate £10k). Hard pave area alongside main Pavilion up to Tennis courts and repair damaged areas
- 12. Fencing of footpaths** (Estimate £10,000). Fencing of public footpath adjacent to site B to deter people and dogs walking across pitches particularly during play and when archery is taking place, and provision of a fenced path from the pitches on site B to the Pavilion.

Medium Term – within 5 years

- 13. Indoor gallery for Archery** (Estimate £440,000). Possibly as part of community building/indoor tennis, shooting facilities for indoor season
- 14. 3G Pitch** (Estimate £850,000). Replacement of one existing rugby or football pitch with multi-use pitch, which could accommodate football and rugby and potentially release areas of the Sports Park for other use, including additional parking.

Long Term – beyond 5 years

- 15. Resurface existing tennis courts** (estimate £20,000)

16. Green energy source Investigate the feasibility of installing alternative sources of energy to make the Sports Park carbon neutral

17. Gym Investigate the feasibility of bringing an outsourced commercial/club members gym to the Sports Park.

Appendix 2 WST/WSSC Combined Income and Expenditure Forecast

Cashflow (£)	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Actual	Actual	Actual	Actual	Budget				
Cashflow from Operating activities:									
WSSC Contribution	7,012	1,042	3,368	(5,137)	(220)	500	525	551	579
WST Contribution	(2,378)	16,630	(16,007)	(21,693)	(3,625)	1,500	1,575	1,654	1,736
Club Contributions	17,357	17,771	18,618	18,832	19,250	19,500	19,750	20,000	20,000
Loan repayments (inc interest)			(35,570)	(20,202)					
Total operating cashflow	21,991	35,443	(29,591)	(28,200)	15,405	21,500	21,850	22,205	22,315
Cashflow from Investing & Financing activities									
Grants	118,324	350,075	19,439	151,430	50,375	400,000	305,000	715,000	650,000
Club funding		13,000	1,700	9,784	17,555		30,000		
AWP replacement donation (inc gift aid)			15,625	34,323	18,750				
Total Financing income	118,324	363,075	36,764	195,537	86,680	400,000	335,000	715,000	650,000
Capital projects :									
General									
Changing rooms	(58,870)	(353,525)	(16,389)			(75,000)	(75,000)		
Car park	(23,715)			(21,641)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Kitchen extension & bar refurb		(7,037)	(3,093)	(35,195)					
Main access & security of pavillion				(4,571)	(3,375)				
Pavillion improvements					(14,000)	(4,000)	(4,000)	(4,000)	(4,000)
Footpath fencing						(10,000)			
Rugby pitch drainage project	(44,609)	(8,001)	(18,396)						
Football									
Football mower & fencing				(7,878)					
Football lights				(34,112)					
Replace perimeter wall						(10,000)			
Hard standing around entire pitch						(20,000)			
Borehole for pitch irrigation						(10,000)			
Turnstile						(3,000)			
Replace PA system						(2,000)			
Refurbishment of changing rooms						(15,000)			
Two additional grass junior pitches							0		
Panel fencing around main stadium							(5,000)	(5,000)	
Replace dug out on 2nd pitch								(5,000)	
3G pitch								(400,000)	(400,000)
Tennis									
Replace tennis pavilion				(7,445)	(32,555)				
Floodlit mini courts						(30,000)			
Upgrade court seating					(4,000)				
Upgrade floodlighting to lower energy								(25,000)	
Resurface courts									(20,000)
Squash						(40,000)			
Refurb squash roofs					(40,000)				
Archery					(5,000)			(5,000)	
Indoor shooting gallery								(220,000)	(220,000)
Hockey									
AWP cage & drainage						(222,500)	(222,500)		
Resurface AWP							(100,000)	(100,000)	
Total capital spend	(127,194)	(368,563)	(37,878)	(110,841)	(108,930)	(411,500)	(416,500)	(774,000)	(654,000)
Net cash from investing & financing	(8,870)	(5,488)	(1,114)	84,696	(22,250)	(11,500)	(81,500)	(59,000)	(4,000)
Cash balance	42,994	56,115	86,070	55,366	111,861	105,017	115,017	55,367	18,572
Memo : Cash on deposit (AWP sinking fund)	30,729	40,839	27,430	67,007	87,007	97,007	37,007	0	10000