



Wallingford Sports Trust

Business Plan 2022/23

(prepared in August 2022 before any energy price rises from 01/09/2022)

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Executive Summary

This Business Plan is being produced relatively late in the year following the resignation of the new Trust Chairman in July, after which alternative arrangements have been put in place to ensure the ongoing stability of the Sports Park - but before any energy price rises from 01/09/2022).

The Wallingford Sports Trust (The Trust) has three principal aims, which remain 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. With judicious cost management and the help of Government and Sport England grants, the Trust and the clubs have emerged from the pandemic financially stable. There is a good prospect of the new Sports Park Manager guiding us through a productive summer - so the expectation is that total membership will be over 2300 during 2022/23, of whom over half are juniors. This figure is normally boosted by visiting teams and hirers of the All Weather Pitch (AWP) and community facilities to approximately 3,000 visits a week to the Sports Park, during the winter season.

The Sports Park provides an increasingly excellent venue for social activities for local people. Although activity at the end of the 2021/22 year, was not fully back to normal the Sports Park should, if prices can be maintained as affordable for all, soon return to hosting a multitude of community activities as well as providing volunteer opportunities to assist with and be involved in sporting activities in Wallingford.

With the help of Covid grants the Trust has, for the tenth successive year, achieved a small cash surplus at the end of the 2021/22 financial year. Unfortunately for the second year running, the surplus was not large enough to commit the agreed amount to the AWP carpet replacement sinking fund. This relatively stable situation is threatened by two major issues, the ongoing unresolved rent negotiations and the increasingly severe hike in energy prices. In this context, the Trustees and Sports Park Manager have, nonetheless embarked on a process of upgrading the main pPavilion to encourage the return to and growth of community activities.

We have always aimed to maintain a healthy and positive relationship with our landlords South Oxfordshire District Council, due to staff changes at the council we need to rebuild this to ensure we continue to assist in meeting their sport and well-being ambitions. This, together with sustaining the Trust's position with Wallingford Town Council and Sport England and the individual clubs standing with their National Governing Bodies (NGBs), are vital in ensuring that The Sports Park and Pavilion continues to provide for local sporting and community needs.

Our Aims and Objectives

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 in Oxfordshire by the provision of facilities for playing sports or activities capable of promoting physical health or fitness.

We are conscious that Wallingford and surrounding villages are growing substantially it is estimated that our catchment population growth could exceed 10% growth in the next 10 years. Although we have a limited area we need to increase capacity wherever possible..

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 presently 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 50 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 and community facilities.

The Sports Park is recognised as the main outdoor facility for Wallingford (and the surrounding area) in the SODC Playing Pitch 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 with 27 years of its 35 year lease left to run with its landlord, SODC.

The Trust's employs full time a professional Sports Park Manager, who reports to the Chairman and is responsible for a small flexible group of full and part time casual 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 6 Trustees who, with the Sports Park Manager, oversee day to day matters. Each club 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 and efficient 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 and other community activities, including the building up of a sinking fund to assist with the resurfacing of the AWP in 2024. 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 2021/22

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. Having a strong junior section, which carries through to the adult teams greatly helps club success.



Coming out of the challenging lockdown period, **Wallingford Castle Archers** continue to go from strength to strength. As interest in sports has returned, our membership has increased significantly and stands at 220. We continue to see an encouraging level of interest from people wanting to take up our sport, so once again we have had to increase the availability of beginner's courses. We have trained and developed additional coaches, with many members now qualified to coach at various levels. Around 70% of our members take part in coaching sessions and members compete in events from local to international level.

Our own tournament diary continues to flourish, with our 2022 open outdoor tournaments all being classified as World Record Status. Following a great success in its first year, for the second year running we have been selected by our national governing body to host the National Masters tournament in August. We also won the Archery GB On Target Junior Club of the Year award for 2021 and have the largest junior membership of any archery club in the country, with around 100 junior members. Our biggest development opportunity remains a dedicated indoor facility for use through the winter months. We have addressed this in the short term by securing additional time at the sports facilities at Wallingford School and at Didcot Girls School, and investing in additional equipment at each site. However a dedicated facility would enable us to unlock further growth potential and bring even more people into the sport.



The big news of this summer was the amalgamation with Crowmarsh Youth FC and the renaming of the joint club as **Wallingford & Crowmarsh FC**, a club of over 550. The adult division has adopted the orange colours of the youth teams and we've also redesigned the badge to reflect the history of both clubs and the respective town/village. The 1st team had a great season last year and gained promotion to the 5th step of the non-league pyramid, whilst the youth teams based at the Sports Park and the ladies team also flourished.

The aims for the season ahead are for the 1st team to establish themselves at the new, higher level, the U21, U18 and U17 youth teams to enjoy their football and to potentially "feed" a few players up into the 1st team squad and for the ladies to gain promotion from their current league. Through new sponsorship partnerships with local and also national companies, an increase in our social media presence, plus the natural word of mouth that success on the pitch provides we are hoping for an increase in spectators attending 1st team games, thus providing more traffic through the pavilion at the Sports Park. The 'Hithercroft' will also be "home" for the entire club's social events, committee meetings and other

functions, although the former Crowmarsh Youth teams will continue to play and train at other venues in the area. The club now has 24 youth (up to U16) teams, of which 3 are girls sides, runs a girl only training session on Saturday mornings for younger girls wanting to get into the game, has 4 youth teams (U17-U21) plus an adult 1st team for both men and ladies. We've made quite a few improvements to the stadium over the summer and have a good pool of loyal volunteers who we can call upon on match days, so we feel the club is really flourishing and we are looking forward to the season ahead.



Wallingford Hockey Club is designated a 'Large Club' by England Hockey through having more than 500 members in the adult and junior sections, and is therefore closely involved in the development of the sport. Our key sporting values are competitiveness, friendliness, teamwork and support for all. The adult section fields 5 Ladies and 5 Men's and a Mixed team in various Regional leagues and conferences, with approximately 380 Wildcats in the junior section, starting from as young as 5. Various age group teams compete in local, regional and national competitions. Coaches for young and old provide specialist and general training for all levels.

The new committee has set themselves to raise the standard of hockey across the club; increase the number of players; be more diverse and ambitious; and raise awareness/improve communications internally and externally.



Following a successful membership drive **Petanque** numbers have increased to over 80 and club activities have now returned to normal after Covid. The membership profile is mostly over 55 with a two thirds/one third, male/ female split. The Club has five sessions weekly at various times of the day and evening throughout the year mainly for social play. In addition to member activities, the Club hosts events and provides equipment and 'know how' for local organisations. Club training sessions are conducted as necessary. Petanque Wallingford is affiliated to the sport governing body Petanque England and the Thames Valley Petanque Association. It is the largest registered club in the region. Teams and individuals play in National, Thames Valley and other Club competitions. This year two teams played in the Thames Valley Weekend League and one team in the Midweek League. The Club also reached the last sixteen in the competition for clubs to represent England in the Eurocup. For 2022/23 alternative sources of income are being explored with plans to reduce the age profile of members with younger members



Wallingford Rugby Club fields 2 men's senior teams and 1 ladies team, under 19s given a senior membership of 120. We have countless junior sides consisting of girls and boy, making a total junior membership of 380. Touch rugby in the summer caters for more than 50 players and an active Vice Presidents group numbers around 80 and growing. The men's 1st XV play at level 7, the 2nd XV at level 10 whilst The Ladies team has entered the leagues

for the first time this coming season. The mini and junior teams take part across 12 age groups. The Club recently invested in its own grounds maintenance equipment and directly employs its own groundsman to look after the pitches, whilst the surrounding areas are maintained by parties of volunteers. Moving forward we are investing in a bore hole for pitch irrigation in the summer growing months, to further enhance our playing areas.

Future infrastructure projects include extending floodlighting, in cooperation with the Sports Trust improving the access and outside accommodation to the Rugby Clubroom.



ABM Skittles had 12 teams in the 2021/22 season, with a few juniors (minimum age 10) integrated into teams alongside adult players. Membership stood at just 110 members participating in summer and winter leagues and the club has suffered significantly due partly to the Covid-19 pandemic but also due to an ageing membership. The financial position of the Club is stable and has not been affected significantly by the closedown, but ongoing stability is dependent on all teams returning in similar numbers. The Club is also positively looking to grow and encourage new teams to join and participate in a fun winter game, in a social, safe environment. This is the key aim to ensure ongevity of the Club in the mid to long term. The new, adjacent housing development could provide a useful boost to our membership but that is to be seen and we hope to work with the Sports Trust to establish a social section from the increasing population in Wallingford and the surrounding areas, which we will help to generate additional players/teams.



Hithercroft Squash Club has a mix of private and corporate members (company membership) with a current total restored to pre-Covid levels of 100, including some families. Although there are, now, no ladies' leagues in the County, the Club runs 3 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 who has been teaching squash skills to juniors. The Club has one glass back court with seating for viewing and two other courts. The Club is financially healthy and maintains an on-going programme of maintenance to ensure the courts remain in excellent condition with 1 court and corridor lighting now LED and modern more efficient gas boiler for heating being installed. OSRA is developing a post Covid strategy on juniors which takes into account the recent resignation of the county coach



Portcullis Tennis Club looks forward to another record year as new members joining after lockdown have boosted club membership to over 180. Club finances are in a satisfactory state with circa £45k Cash held in the Club bank accounts. This is particularly encouraging after the construction of the new clubhouse in 2019, and some £6k of replacement fencing was completed in 2021/22 season. Significant expenditure needs to be budgeted for court repainting, replacement floodlights (with LED), installation of two new mini courts for coaching 5-8 yr olds and a major resurfacing programme cost which will be required in 2026 or soon after. The new Social Committee has proposed an attractive programme of events and we are looking forward to our Tournament later in the summer. New adult coaching session for beginners and experienced players were launched recently and a new Walking Tennis initiative has started, aimed at making Tennis more accessible especially to anyone with mobility issues.

Membership and Community use

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

- Wallingford Castle Archers – 120 seniors, 100 juniors
- Wallingford Hockey Club - 177 seniors, 380 juniors
- Wallingford & Crowmarsh Football Club - 125 seniors, 460 juniors
- Petanque Wallingford – 80 seniors, but recruiting younger members
- Wallingford Rugby Club – 120 seniors, 380 juniors
- Hithercroft Squash Club – 100 seniors
- ABM Skittles – 110 - total
- Portcullis Tennis Club - 112 seniors, 68 juniors

All clubs, except Skittles, have regular coaching/training opportunities for existing and new players. The outdoor pitches are used by schools and 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.

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
 - Bounce
- Kangoo Jumps
- Chiropodist
- Sports Physiotherapist
- The Together Fund
 - Karate
 - Centrica
- Pop up Soft Play
- Time2Bounce
- NCS (National Citizen Service Oxford)
 - D&D Club
- SODC Training Days
- Weight Watchers
- Indoor Archery

- Bingo
- Jive Club
- Serious for Sport
 - MIND Group
- Cranford House School
- Mobile Toddler Role Play
 - OIG Meetings
- London Irish Training Day
 - Full Circle Sports
 - Woodcote WI
 - Sporty Minis
 - Vision XS

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 largely 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 make the introduction of **energy savings measures** a priority as well as increasing pressure on **car parking, changing rooms and pitch capacity**. These therefore remain four 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.

A key target audience is **low income families** and with the help of Go Active Oxfordshire and funding from Sport England a programme is being launched to help families who need activity most but otherwise cannot afford to participate.

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 and Bunkfest (which has a national reputation). Volunteers provide assistance to the event organisers.

Environmental responsibility

Back in 2011/12 the Trust undertook a comprehensive review of buildings and operations to minimise energy use. Initial work in the pavilion consisted of replacement doors and windows, improved insulation, replacement efficient boilers, zonal heating controls and energy efficient lighting. Since then the squash court roofs have been replaced and new changing rooms constructed, enabling a modern level of insulation and heating throughout, thus improving the thermal efficiency of the whole building.

Notwithstanding this, the latest energy crisis has precipitated a further review through the Oxford Low Carbon Hub by Brookes University which has recommended further measures, the main ones being:

- the upgrading of many of those measures put in place already in the pavilion, including more loft insulation, the latest LED lights and switching and the replacement of the remaining older doors and windows, as well as replacing old and inefficient fridges and freezers
- the replacement of the most used outside floodlights on the AWP with LED
- the installation of a solar/battery system.

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. More work needs to be done to encourage the use of the existing footpaths from Fir Tree Avenue and the town generally to the Sports Park.

Competitiveness

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
- where in line with the objectives of the Trust and the sporting and community operations of the Sports Park, facilities are let out to local businesses to augment income in support of running costs.

Sports Trust Initiatives 2021/22

Management

- Our hopes for operational normality for 2021/22 proved optimistic so budget levels were set in the expectation of reduced trading levels. In reality, although outdoor sport was fairly unaffected by Covid restrictions, this was not the case indoors where post-match socialising, Squash, Skittles and all the other community activities were still disrupted by Government restrictions and a real reluctance to return to pre-pandemic habits.
- These sluggish levels of activity were compounded by difficulties replacing the Sports Park Manager who retired in June 2021 and the Bookkeeper who followed in October. In both cases, we had a replacement appointed with handover periods organised but neither, unfortunately, proved satisfactory. We eventually welcomed Matthew Bowden-Ford as Sports Park Manager on 24 January 2022 and Andrew Howe as Bookkeeper in March. Considerable thanks are due to Sam Abrey who piloted us through the intervening period and restored staff confidence. Sam was subsequently elected a Trustee and member of the Executive Committee.
- Our lease provides for a rent review by June 2021. However negotiations are ongoing with neither the market value nor the discount (previously 90%) having been agreed. In the past, the overriding consideration has been affordability and the issue has now been raised to Member level on that basis.
- Electricity prices alone are expected to rise by close to £50k per annum during 2022/23, this will be completely unsustainable unless mitigating actions can be funded and taken.
- On the positive side, we have reached an agreement with Cranford House school to provide them with sporting facilities on a regular and more committed basis during weekday daytime when both public and club usage is very low.
- In the context of a difficult year with ongoing threats to our financial stability and the consequential projects which now take priority, there has been limited progress with implementation of the 5 year 'Site Masterplan' for the Sports Park, as prepared by Sport England consultants FMG. The installation of a 3G pitch combined with additional parking, however, remains a priority once the future of the Park is safeguarded.
- The valued input of Covid grants and the determination shown by the Trustees and clubs has enabled all parts of the organisation to survive. The Trustees remain determined to carry on providing affordable sport and community activities for all.

Fundraising and Improvements to Facilities in 2021/22

- A bid to FCC (formerly Wren) for improvements to the western frontage of the main pavilion was submitted in March 2022 (and subsequently confirmed as successful in June). Implementation can only take place once competitive bids for all parts (outside

canopy and paving, new french and bi-fold doors, hockey room refurbishment) have been obtained.

- A small grant of £250 was received from SODC local Member, Sue Roberts, which will go towards further conversion of lights in the main pavilion to LED.

Outturns against budget for 2021/22

The outturns, against budget were as follows:

- AWP hire £66,665 budget - £59,800
- WSSC bar/kitchen receipts £158,447 Covid affected budget - £148,936
- WSSC staff costs £59,454 Covid affected budget £57,549
- WSSC hall hire £18,991 Covid affected budget - £18,475
- WST contribution £24,505 Covid affected budget - £16,430
- WSSC contribution £(13,345) Covid affected budget - £(7,932)
- Contribution to sinking fund £0 budget - £10,000

NB Total Covid related grants received for the year including furlough £30,007

Wallingford Sports Park Strategy

The organisational arrangements of the Sports Park have continued to operate well during the pandemic and should provide a sound basis for the future success 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, one that is endorsed by the FMG review. It does rely on co-operation between the clubs and the Trust and the continued 'recruitment' of volunteer Trustees and club committee members prepared to give a significant amount of their time but, in particular, it provides:

- a cost effective basis for our operation, for the playing of sport and the taking part in other community activities which are, consequently, affordable for all
- 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:

- Reinstating and retaining a positive relationship with SODC.
- Maintaining long term financial viability and independence, particularly in a climate of high energy prices. We have always generated only a small surplus on revenue activities but, even that, is under threat and so we will be more reliant on external grants for capital projects initially to minimise energy use and then to maintain the assets that we have.
- The limited capacity on our current site with only one artificial pitch and limited lighting of the grass pitches. We have waiting lists for junior sport, notably hockey and would like to accommodate more junior football now that Crowmarsh has amalgamated with Wallingford - as well as a growing interest in women's rugby and football.
- Our people skills – our new Sports Park Manager has wider hospitality skills than his predecessor but not unlimited time, so he already does and will, in the future, need more professional support. Equally, we need to widen the scope of management and professional expertise amongst our volunteer Trustees at senior management level and for business development.

Our ambition is to provide better facilities, more capacity for sport and a wider range of leisure opportunities for everyone in the Wallingford area, 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:

- 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 a 3G pitch 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 the hiring out of our outdoor and indoor facilities in a way that is complementary to our clubs' own operations, including events for more general community activities during weekday daytimes and for social activities on weekend evenings.

The FMG report recommends that future major developments are phased as:

1. Installation of a 3G pitch on one of the grass football pitches (either within the stadium or just outside) and taking the space of another pitch to increase the car park provision. This will reduce the number of pitches from 3 to 2 but the 3G will allow significantly more training and match play to take place.
2. Improve the drainage and install floodlighting on a second rugby pitch to allow it to be used more often, especially for training in the evenings.
3. Build a second sand based AWP for hockey use on the released rugby training pitch.
4. A detailed investigation into the development and siting of a dedicated Archery building, and expansion of the clubhouse to include a gym, improved changing areas, enhanced social areas and more food and drink opportunities.

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 2023/4 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.

Following consultation with the clubs as part of the FMG review, 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.

Business Plan Actions for 2022/23

Management

- Following the resignation of the Sports Trust Chairman after 3 months in post, ensure temporary management arrangements maintain business as usual.
- Support the new Sports Park Manager and Bookkeeper in delivering and upgrading the operations, control systems and performance of the Sports Park.
- Review relationships between the Trust, the clubs and the Sports Park Manager.
- Review the make-up of the Sports Park Manager's team
- Recruit a replacement Sports Trust Chairman to have in post, ideally, by the New Year.
- Deliver and manage the obligations of the Trust and Sports & Social Club in accordance with the revenue budget and monitor/drive performance against the targets set below.
- Finalise protracted rent negotiations and re-establish ongoing relations with SODC.
- Mitigate the impact of the energy crisis through the implementation of the recommendations from the Brookes report.
- Produce a new Marketing Plan to set out the commercial development objectives of the new Sports Park Manager, focused on improving and promoting:
 1. the offering in support of the clubs
 2. the social facilities to the many supporters and parents of club members who would otherwise visit the Sports Park without purchasing anything themselves
 3. the Sports Park as the major community facility in Wallingford for events and corporate hire.
- Specifically, 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 of £1,000 per week.
- Review the FMG Site Masterplan in the context of the present financial challenges and identify potential funders (SODC, Sport England and the various NGBs) - in particular, the 3G pitch and extended parking.
- 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.
- Widen and adjust the scope of Trustees to provide for succession for key positions and widening of professional expertise.
- Work with SODC & Wallingford Town Council to improve cycle routes and footpaths from the Town.

Fundraising and Improvements to Facilities

- From the Brookes report, obtain funding and implement:
 1. introduction of 'quick wins' in the Pavilion, including additional loft insulation, LED lights and switching, new upright freezers and replacement doors/windows
 2. replacement of the AWP lights with LED before the end of October when the clocks change.

3. installation of a solar/battery system ASAP and at least by the end of December.

- Implement the front entrance upgrade in partnership with Cranford House.
- Implement the Western Frontage project with secured Big Lottery/FCC grants.
- Obtain funding and complete refurbishment of main hall and extend to main bar and entrance hall
- As funding opportunities become available, make the appropriate applications for external grants, including S106 and CIL, to match the requirements of the capital projects programme, so as to enable improvements to our facilities and expanded capacity for sport and other community activities.
- Encourage all clubs to make bids to Sport England, NGBs and smaller funders, such as Tesco and Aviva, for relevant (non-fixed asset) projects.

Budget and Financial Targets 2022/23

The forecast for 2022/23 and beyond is attached in Appendix 2, but the key target (as opposed to budget) indicators are as follows:

- | | |
|--------------------------------|-------------|
| • AWP Hire | £60,000 |
| • WSSC bar/kitchen receipts | £210,000 |
| • WSSC gross margin | 65% |
| • WSSC bar/kitchen staff costs | 33% |
| • WST hall hire | £26,000 |
| • AWP electricity | £15,000 max |
| • WST contribution | £22,000 |
| • WSSC contribution | £(10,000) |
| • Contribution to sinking fund | £10,000 |

NB Assumes AWP LED installed by end of October

Appendix 1 5 Year Programme

<i>Future Capital Projects</i>								
		2022/23	2023/24	2024/25	2025/26	2026/27	Cost	Potential funders
Archery	Indoor shooting gallery					x	£500k	??
Football	Refurbishment of main stadium	x	x				£50k	FSIF/WTAFC
	2 additional grass junior pitches		x				£0k	Site B developer
	3G Pitch				x		£800	66% FF: S106
	Boreholes/storage tanks			x			£30k	FSIF/Biffa/CIL
Hockey	Resurface existing AWP			x			£180/240k	WST SF: S106
Hockey/Rugby	2nd AWP plus 1st XV pitch drainage				x		£600	SE/SODC
Rugby	Boreholes/storage tanks		x				£30k	RFU/Biffa/CIL
	Lighting to 1st XV/junior pitches			x			£50k	WRC
Tennis	2 new floodlit junior courts			x			£35k	PTC
	Upgrade lighting to lower energy		x				£30k	PTC
	Resurface existing courts				x		£50k	PTC
General	Sports Park entrance	x					£10k	Cranford
	Main pavilion - hall/main bar	x		x			£25k	WST, Biffa, S106 Site B
	Main pavilion - entrance hall		x				£10k	Cranford,
	Main pavilion - western frontage	x					£97k	BL £10k, FCC £78k, WHC/WRC £5k, WST £4k - secured
	Main pavilion - energy saving measure	x					£25k	BL (£25k) - submitted, Local members (£4k) submitted
	Solar/battery installation	x					£75k	BL (£75k - submitted, Westmill, SODC cap, PST, CIL
	AWP LED floodlights	x					£45k	S106 Habitat - submitted
	Jubilee footpaths		x				£30k	Site B developer
	2 additional changing rooms				x		£150k	S106
	Additional car parking (with 3G)				x		£50k	66% FF: S106
	Commercial/club members gym					x	??	??

Current Projects

- 1. Main hall and bar (£25k)** - redecoration and refurbishment
- 2. Sports Park entrance (£10k)** - replacement fence, vehicular and pedestrian gates and new signs showing clubs and main sponsors.
- 3. Main pavilion - western frontage (£97k)** - outside canopy and paved area, French and bifold doors and refurbishment of Hockey room as contemporary Bistro style café.
- 4. Replace AWP floodlights with LED (£45k)** - to reduce total electricity consumption by 20%
- 5. Main pavilion - energy saving measures (£25k)** - upgrade insulation, LED lighting and replacement freezers
- 6. Solar/battery installation (£75k)** - solar panels on south facing pavilion and squash court roofs plus battery to reduce total electricity consumption from grid by 30%
- 7. Refurbishment of main stadium (£50k)** - turnstiles, boundary fencing, hard standing, flooring to changing rooms, spectator accommodation to upgrade to current playing standards

Short Term Projects

- 8. 2 additional junior Football pitches (No cost).** Located on the Site B housing development site to the north of the Sports Park and acquired through a section 106 agreement
- 9. Borehole/storage tanks - for Rugby and Football - £30k each**

- 10. Resurface existing AWP (£180,000 - £240,000).** The surface of the AWP and possibly the shock pad will have reached the end of its life and need replacement by 2024
- 11. Installation of lighting to 1st XV and junior rugby pitches (£50k).** Required to extend playing and training times over wider area to reduce impact on pitches.
- 12. Jubilee footpaths (No cost).** 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 unfenced path from the pitches on Site B to the car park.
- 13. Main pavilion - entrance hall - (£10k)** Refurbishment including creation of reception desk
- 14. 2 new floodlit junior tennis courts - (£35k)** beyond the pavilion
- 15. Upgrade tennis lighting to lower energy (£30k)**

Long term projects

- 16. 3G Football Pitch and car parking as set out in FMG review (800,000).** Installation of multi-use pitch for Wallingford Town, Crowmarsh Youth, other local junior clubs and across diverse range of football activities, which could also accommodate rugby training, plus extension of car parking to cater for existing and potential demand.
- 17. 2nd AWP plus 1st XV pitch drainage as set out in FMG review (£600k).** Present capacity curtails growth of junior hockey and fails to accommodate training for all adult teams.
- 18. Resurface existing tennis courts (£50k)**
- 19. 2 additional changing rooms (£200k, and/or steel prefabricated building £100k).** Present capacity of 8 just sufficient for current Saturday requirement, but 2 short of that needed to cater for growth.
- 20. Indoor shooting gallery for Archery as set out in FMG review (£500k).** Possibly as part of community building/indoor tennis, shooting facilities for indoor season
- 21. 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

Business plan - Appendix 2

Cashflow (£)	2015/2016 Actual	2016/2017 Actual	2017/2018 Actual	2018/2019 Actual	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Budget	2023/2024	2024/2025	2025/2026	2026/2027	
Cashflow from Operating activities:													
WSSC Contribution		7,012	1,042	3,368	(5,137)	4,473	(2,261)	(6,185)	919	1,000	2,000	3,000	4,000
WST Contribution	(2,378)	16,630	(16,007)	(21,693)	(22,164)	22,678	(23,967)	(21,383)	(5,000)	(4,500)	(4,000)	(3,500)	
Club Contributions	17,357	17,771	18,618	18,832	21,642	15,794	22,285	24,000	24,000	24,000	24,000	24,000	
Loan repayments (inc interest)			(35,570)	(20,202)	(17,500)								
Total operating cashflow	21,991	35,443	(29,591)	(28,200)	(13,549)	36,211	(7,867)	3,536	20,000	21,500	23,000	24,500	
Cashflow from Investing & Financing activities													
Capital grants	118,324	350,075	19,439	151,430	32,702		18,748	250,000	110,000	175,000	1,650,000	500,000	
Club funding		13,000		9,784	14,375	19,115		10,000	5,000	90,000			
AWP replacement donation (inc gift aid)			15,625	34,323	18,750								
Cranford								15,000	10,000				
Total Financing income	118,324	363,075	36,764	195,537	65,827	19,115	18,748	275,000	125,000	265,000	1,650,000	500,000	
Capital projects :													
Changing rooms	(58,870)	(353,525)	(16,389)								(150,000)	(578,784)	
Car park	(23,715)			(21,641)							(50,000)	(95,356)	
Kitchen extension & bar refurb		(7,037)	(3,093)	(35,195)								(45,325)	
Main access & security of pavillion				(4,571)				(15,000)		(10,000)		(29,571)	
Pavillion improvements								(147,000)	(10,000)	(30,000)		(157,000)	
Jubilee footpaths												(30,000)	
Rugby pitch drainage project	(44,609)	(8,001)	(18,396)									(71,006)	
Solar/ battery installation								(75,000)				(75,000)	
AWP lights								(45,000)				(45,000)	
General assets					(1,896)	(4,262)	(8,837)					(14,995)	
Commerical/club members gym												0	
Pitch maintenance equipment						(19,115)						(19,115)	
Lighting										(50,000)		(50,000)	
Boleholes /storage tanks									(30,000)			(30,000)	
Football mower & fencing				(7,878)								(7,878)	
Football lights				(34,112)								(34,112)	
Refurbishment of main stadium								(25,000)	(25,000)			(50,000)	
Two additional grass junior pitches												0	
3G pitch											(800,000)	(800,000)	
Boleholes /storage tanks										(30,000)		(30,000)	
Replace tennis pavilion				(7,445)								(7,445)	
Floodlit mini courts									(35,000)			(35,000)	
Upgrade floodlighting to lower energy									(30,000)			(30,000)	
Resurface courts											(50,000)	(50,000)	
Refurb squash roofs					(39,284)							(39,284)	
Indoor shooting gallery											(500,000)	(500,000)	
2nd AWP & drainage											(600,000)	(600,000)	
Resurface AWP									(240,000)			(240,000)	
Total capital spend	(127,194)	(368,563)	(37,878)	(110,841)	(41,180)	(23,377)	(8,837)	(307,000)	(125,000)	(365,000)	(1,650,000)	(500,000)	
Net cash from investing & financing	(8,870)	(5,488)	(1,114)	84,696	24,647	(4,262)	9,911	(32,000)	0	(100,000)	0	0	
Cash balance	42,994	56,115	86,070	55,366	111,861	122,959	154,908	156,952	128,488	148,488	69,988	92,988	117,488
Memo : Cash on deposit (AWP sinking fund)	30,729	40,839	27,430	67,007	81,901	81,938	91,947	101,947	111,947	0	0	0	