



Wallingford Sports Trust

Business Plan 2024/25

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Executive Summary

The Wallingford Sports Trust (The Trust) has three principal aims, which remain to inspire participation in sport, to promote community interaction and well-being and to act in environmentally responsible ways that push towards carbon neutrality. 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. Following Covid and the energy crisis, the Trust has regained its financial stability, with the help of the partnership with Cranford School, increasing levels of hospitality business and decreasing energy costs.

A key part of reducing energy costs was the installation of a solar/battery system installed in November 2023 and, so, only operational for a third of the financial year. We have yet to understand its full impact but the combined effect with better management controls and the LED system on the AWP is expected to reduce consumption from the grid by about 50%.

The Sports Park provides an excellent and increasingly popular venue for sport and social activities for local people, with 23/24 winter footfall levels back to over 3000 a week and income levels well above budget in spite of cost of living concerns. Whilst maintaining its objective of providing affordable opportunities for all, the Trust has, again, achieved a cash surplus at the end of the 2022/23 financial year which is big enough to commit £20k to the AWP carpet replacement sinking fund - although still significantly short of the figure needed. This relatively stable situation is, however, threatened by the ongoing unresolved rent negotiations which will only be satisfactorily resolved if the concept of affordability is accepted for such a valuable and efficiently run community facility. We are now, nonetheless, able to look forward again and are planning a major development of pitch provision, land drainage and car parking.

The Trust's relationships with South Oxfordshire District Council (SODC), Wallingford Town Council and Sport England as well as the individual club's standing with their National Governing Bodies (NGBs), are vital in ensuring that The Sports Park and Pavilion continues to provide attractive and relevant facilities for local sporting and community needs.

Our Mission and Objectives

The Trust was established in 1972 and is a Charitable Incorporated Organisation (CIO). Our work is governed by our constitution.

Our mission is to inspire participation in sport and promote community interaction and well-being through a welcoming centre of excellence providing hospitality and sporting opportunities for all ages, abilities and backgrounds.

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 and well being

- 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, that we operate sustainably and push towards carbon neutrality

Our Organisation

Wallingford Sports Park covers 11 (soon to be 12) hectares and is a well-established facility which has provided sport for the people of Wallingford and the surrounding area for 50 years. The Wallingford Sports Trust, the umbrella, not for profit organisation that operates the Sports Park, is a 'Charitable Incorporated 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 has been recognised as the main outdoor sporting facility for Wallingford (and the surrounding area) in the existing SODC Playing Pitch Strategy. There are a number of grass playing pitches, an All Weather Pitch (AWP), 5 tennis courts, 3 petanque terrains and a central Pavilion with 3 squash/raquetball courts, a skittle alley, changing rooms and social facilities. The Trust enjoys security of tenure with 25 years of its 35 year lease left to run with its landlord, SODC, under which it is responsible for maintaining, developing and operating the Sports Park within Charities Commission guidelines and negotiating utilities contracts and insurance.

The Trust employs a full time, professional Sports Park Manager, who reports to the Co-Chairmen and is responsible for a flexible group of full and part time casual staff. The Co-Chairmen are supported by 12 other Trustees (in total, 8 club representatives and 6 elected) who operate as a management committee. There is a smaller executive committee of 8 Trustees who, with the Sports Park Manager, oversee day to day matters as well as initiating new developments. 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 professional lines.

If rent payments (currently being renegotiated) remain at historical levels, the Trust will continue to be 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. This includes the building up of a sinking fund to assist with the resurfacing of the AWP (now, in 2025) as well as other assets including solar panels/batteries. The Trust is, however, dependent on outside grants and contributions for major capital projects and has a programme of minor and major projects ready for when funding becomes available.

Position Statement - Review of 2023/24

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.



Wallingford Castle Archers continues to go from strength to strength. Membership remains stable at around 200 archers, and we are expecting new interest in this Olympic year. We remain the largest junior club nationally, with over 100 junior members.

The junior coaching program has expanded this year to introduce a full performance programme. The programme is already paying dividends, with members in the National Age Group Academy, and recently won two age group titles at the Junior National Outdoor Championships. We have an active schools outreach programme, bringing archery to hundreds of primary and secondary school pupils this year.

We continue to host a wide range of competitions, including, this year, a leg of the national Junior Archery Series. Our events attract a wide range of archers, from complete beginners to international athletes.

Wider participation in the club is also in good health, with over 75% of members taking part in the sport every week. Facilities in the indoor season remain an expensive challenge, and we are actively exploring a range of options.



Wallingford & Crowmarsh FC, has over 550 players from under 5s all the way up to adults. We have a committed volunteer pool of coaches, managers and committee who help deliver football activities. In the 2023/24 season, the men's 1st team finished 16th in the Combined Counties League with average attendances ranging between 75 and 100 spectators. The ladies' team finished runners up in two cup competitions and were promoted from Division 2 to Division 1 following an

outstanding season. We competed our first season at Allied Counties level, a midweek league for U16-u18s and we had two teams competing in the U21s league who both represented the club with distinction. Our U17s had an enjoyable season and we saw three of our youth teams win cup silverware to show for their efforts, whilst the club continues to encourage teamwork, respect and emphasising fun for all our players.

The aims for the season ahead are for the men's 1st team to push into a play-off position for a place in the Southern League (Step 4) and for our U21 and U17 youth teams to continue to enjoy their football and to potentially "feed" a few players up into the 1st team squad. Following promotion for the ladies' team, we are introducing a development team for 16-18-year-old girls, which proves the club is serious about the growth of the ladies game. We continue to draw in new sponsorship partnerships with local and also national companies and increase in our social media presence. Our success on the pitch will hopefully attract more spectators to 1st team & ladies' games, thus providing more traffic through the pavilion at the Sports Park. We aim to make improvements each season to the stadium to allow us to meet the required ground grading to allow us to yet again, compete in national competitions such as the FA Cup. We continue to invest in improving our outside and training pitches for club and partners usage. We continue to look to grow our pool of loyal volunteers who we can call upon on match days and working parties and we feel the club is really flourishing and we are looking forward to the season ahead and the future.



Wallingford Hockey Club is designated a 'Large Club' by England Hockey through having more than 580 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 consists of over 200 players and fields 5 Women's teams, 5 Men's teams, a Mixed team plus a Women's Masters Team. These teams play in various regional leagues and conferences. Our junior section, called the Wildcats, numbers >380 players and has age groups from U6, U8, U10, U12, U14, U16 and U18. These age group teams compete in local, regional and national competitions with many of the older age group players involved in the adult teams. The junior section boasts 85 volunteer coaches and helpers with the Club providing England Hockey sanctioned training, welfare, child protection, first aid and coaching courses.

In September 2022, the Club appointed two new co-chairs to further drive the Club forward. Working with the new committee, the co-chairs have set out a five year plan to: increase attendance at training and match days; focus on making Men's and Women's 1st and 2nd XI more competitive; re-surface the existing AWP in 2025; deliver a second AWP; work with the Sports Trust to better manage the existing AWP finances for both Hockey and the Trust. The Hockey Club cannot accept any more junior or senior players as the present pitch space restricts any further growth and some of our juniors already use another local pitch on Sundays due to the shortage of pitch availability. We know we can add c50 more adults and 150-200 more junior players through a second AWP, allowing the Club to be more diverse and ambitious, as well as creating more time for local schools. Having spoken to several other 'two pitch clubs', we know that a second AWP would fundamentally change the landscape – it would attract regional and national events, attract new money and hire opportunities as well as players.



The Petanque Wallingford membership is currently 72, mostly aged over 50 with a one third female, two thirds male split. With most members in or approaching the third age the sport of pétanque truly meets the 'sport for all' aspiration. The Club has five sessions weekly at various times 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. Pétanque Wallingford is affiliated to the national governing body, Pétanque England, and the Thames Valley Pétanque Association. It is the largest registered club in the region. The structure of the sport requires players in national and some regional competitions to be licensed. The Club provides opportunities for those wishing to play competitively and for those only wishing to play socially. Teams and individuals play in National, Thames Valley and other Club competitions. Two teams play in the Thames Valley Weekend League and one team in the Midweek League. The Club recently reached the last sixteen in the competition for clubs to represent England in the Euro cup and the club teams are regularly in the top half of the Thames Valley league tables. For 2024/25, plans to reduce the age profile of members are being explored, targeting youth groups and families. The existing terrains one of which is floodlit will comfortably support a membership of 80 and up to 100 with the possibility of additional weekly club sessions. Pétanque Wallingford is well placed to take advantage of any growth and opportunities in attracting new members. The club website petwal.co.uk has recently been updated.



Wallingford Rugby Club fields 2 men's senior teams and 1 ladies team, an occasional VETs team, which, with the under19s, gives a senior membership of 140. There are countless junior sides from U5 -U16 consisting of girls and boys, making a total junior membership of 380. An active mixed touch rugby squad also caters for more than 50 players throughout the year. We have also recently undertaken running a new team to support children and young adults with SEN. This section of the Club has become known as the Wallingford Wolves, and is slowly increasing in numbers. The men's 1st XV play at level 7, the 2nd XV at level 10. Outside of the playing sides, there is an active Vice-Presidents group of around 80 members and growing.

Moving forward the Club is currently awaiting planning permission to floodlight a further training pitch which, combined with a borehole irrigation scheme for summer months and the Sports Trust's overall plans to improve drainage of grass pitches in winter months should, with better pitch rotation, help to offset the effects of climate change and allow more teams to train and play throughout the year. In addition, we are planning to invest and improve its existing gym facility.



ABM Skittles Club currently has 12 teams competing in the Winter League and 9 in the (more relaxed) Summer League, with approximately 120 members overall. Our 60th Anniversary was celebrated this year with an amazingly well attended two day skittles extravaganza which will help to bring more players into the club - and some legends back! We are planning more events for this year, including attending BunkFest.

The mood within the club is one of optimism and hope for the future, although we still have a trend towards older (over 60 years of age) members. We are very much hoping that recent exposure on the BBC, plus our NEW mobile alley next to the beer tent at BunkFest, may reverse the trend and encourage a younger generation to come on down and have a go!



Hithercroft Squash Club has a mix of private and corporate members (company membership) with an active membership of around 100 players. Although there are, now, no ladies' leagues in Oxfordshire, the Club runs 2 men's teams in the summer and 3 teams in the winter, in which ladies can also participate, with the first team often playing in the premier division. The Club provides coaching, with one of the coaches focusing on fitness training while the second on teaching squash skills to adults or juniors on request.

The Club has one glass back court with the best viewing gallery in the county and two others, all with modern LED lighting. The Club is financially healthy and maintains an on-going programme of maintenance to ensure the courts remain in excellent condition, with a modern, efficient gas boiler being recently installed. We have an online booking and payment system. Court lighting still uses coin meters for the court lighting in order to keep club and court costs to a minimum. The club has an internal 'Box' league system and club night to encourage new members and to meet with one another.



**PORTCULLIS
TENNIS
CLUB**

Portcullis Tennis Club, having celebrated its 70th anniversary in 2022, continues to thrive with a membership of well over 210 member players. We are enjoying a lively mix of

competitive and social play with plenty of opportunities to improve our game. National Tennis currently deliver adult coaching for beginners, intermediates and team match play as well as coaching over 100 children (aged 5-17 years). In 2022 we successfully introduced 'Walking Tennis' and are looking to increase these sessions this year. Walking Tennis enables players with limited mobility to still enjoy the game. Portcullis is represented by 13 different teams in the summer leagues and 10 teams in the winter season.

The courts were affected by flooding for several weeks this winter and the Club is keen to work with the Sports Trust and other clubs to avoid future inundations, if possible.

Club finances are in a satisfactory state however, significant expenditure needs to be budgeted for the future to cover extending the floodlights to all courts and converting them to LED within the next 5 years, installation of two new mini courts for coaching 5-8 year olds and a major resurfacing programme cost which will be required around 2030. We have introduced First Aid courses for our members and have 22 members trained.

This summer we will again hold our annual tournament and have a packed diary of social events including a dinner dance and prize giving in November.

Membership and Community use

The overall membership of the 8 clubs has increased since the Covid pandemic with the rapid growth in local house building, and currently stands as follows:

- Wallingford Castle Archers – 100 seniors, 100 juniors
- Wallingford and Crowmarsh FC - 50 seniors, 500 juniors
- Wallingford Hockey Club - 200 seniors, 350 juniors
- Petanque Wallingford – 72 seniors
- Wallingford Rugby Club – 140 seniors, 380 juniors
- Hithercroft Squash Club – 100 seniors
- ABM Skittles – 120 in total
- Portcullis Tennis Club - 110 seniors, 100 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, as well as a highly successful children's holiday camp, Bunkfest camping, summer fetes for local businesses and the car rally. The AWP is suitable for hockey and football and, in addition to the Hockey Club, the pitch is used by local 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, with its new Pitchside Café, veranda, physio room and steadily improving facilities is increasingly used as an activity space for in excess of 50 hours a week for community activities such as mother and baby groups, exercise classes, local businesses, public sector organisations and social activities. Users include:

Oxford NHS
NHS Paediatric Diabetes Training
Baby Sensory Club
Wallingford NCT
Style Acre – Abingdon and Didcot
Bunkfest
Wallingford Car Rally
Oxfordshire Hockey
Rugby tots
Bounce
Kangoo Jumps
Karate
Centrica
Pop up Soft Play
Time2Bounce
NCS (National Citizen Service Oxford)
SODC Training Days
Weight Watchers

Bingo
Serious for Sport
Mobile Toddler Role Play
OIG Meetings
Full Circle Sports
Woodcote WI
Stoke Row WI
Vision XS
You Move – seated Pilates
Board Game Society
Dungeons and Dragons
Ocean Sports
Diane Sprague – Chiropodist
Citizens Advice
The Music Club
WABC
Wallingford Medical Centre
Paediatric Diabetes Team
Bluegrass Music
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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.

The Sports Park and Pavilion are assets that the Sports Trust is rightly proud of in providing for sporting participation and achievement, as is the use of the premises as a community facility together with the success and growth of the clubs. However, prolonged flooding of grass pitches as a result of **climate change** has made the introduction of **more artificial pitches and better drainage** a priority. In addition, rationalisation and increasing on **car parking capacity and further upgrading of social facilities** inside the Pavilion are important to maintaining the attractiveness of the Park. These therefore are 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.

Inclusivity is encouraged through all our clubs, hirers and via an Active Oxfordshire Move Together grant and YouMove - examples include use of Pavilion and AWP by Styleacre, Music Club and Abingdon Mind charities, subsidised places for disadvantaged children at our holiday camps, disabled rugby team, wheelchair tennis, seated pilates, dance classes and petanque for those with long-term health issues. 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

Since 2011/12, when the Trust undertook its first comprehensive energy survey, the Sports Park has been undertaking projects to minimise the use of energy. Triggered by the energy crisis and surge in electricity costs, with two major projects to provide LED lights on the AWP and a large solar/battery installation on the Pavilion, the Sports Park has already done much towards minimising energy consumption from the grid and now needs to continue to push towards an ultimate target of **carbon neutrality**.

The Sports Park has its own **Travel Plan**, which was introduced to maximise shared use of cars and encourage use of sustainable transport, as a result of which a cycle shelter was installed in 2013. The Plan has recently been updated and is due to be relaunched with the provision of new cycle facilities and a permissive footpath to the Highcroft estate. It also encourages the use of the existing footpaths to the Sports Park from Fir Tree Avenue and the Town, generally.

Sports Trust Initiatives 2023/24

Management

- In spite of concerns about cost of living, with the help of the new Pitchside Café, the Sports Park has beaten budget against most of its targets with bar/kitchen revenue up 15% and both WST and WSSC delivering surpluses.
- The implementation of the solar/battery project in the Autumn of 2023, the replacement of the broken waste pump and a new electricity contract have brought overall energy consumption from the grid back to pre-energy crisis levels, although this has been pushed up by increased business and use, particularly, from the kitchen.
- The partnership with Cranford School has continued successfully, primarily based on hockey, football and cricket. Although a new 10 year hire agreement founded on the existing 2 year MOU has been drawn up, it has been put on hold pending the outcome of the ongoing work on the development of the Sports Park. The existing MOU will therefore be extended for a further 2 years with the intention of it leading to a new 10 year agreement.

Work on the development of the Sports Park has progressed throughout the year in line with the plans set out in the Sport England funded FMG Masterplan and SODC's draft Playing Pitch Strategy, including a review of drainage following serious flooding in the 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

- Spring, which severely disrupted appointment of a planning consultant to lead up to a planning application at the end of 2024, covering a new 3G football pitch also suitable for rugby training, a second AWP, Padel tennis courts, improved drainage, parking and biodiversity. Throughout this process, all the club Chairs as well as Trustees have been kept fully informed.
- Relationships with our landlord, SODC Property, have been re-established and a simplified process for landlord approval for altered 'structures' agreed. However, although the principle of a new and extended lease has been agreed, we are still waiting for detailed proposals for this and rent payable from 2021.
- The purchase of the Bosley lease land and price has been agreed although exact land registry details are still to be finalised.
- A commercial review of pay structures and services offered by the Trust i.e. AWP hire rates, bar/kitchen prices and hire of Pavilion facilities was carried out.
- During the course of the year, although the issue of succession for the position of Chairman is not finally resolved, new Trustees from Archery and Rugby have joined the Board, adding to the expertise and skillset of the group.

Fundraising and Improvements to Facilities in 2023/24

- The improvements to the western frontage of the main pavilion were completed in May 2023 and fully funded primarily through an FCC grant topped up by a small Big Lottery grant, followed by the refurbishing of the rugby room toilets via an SODC S106 grant.
- The solar panels/batteries project was completed and opened by David Johnston MP in November 2023, again fully funded, primarily by SODC but with contributions from Cranford School, Westmill Solar, Wallingford Town Council and Fugro.
- The, now, £350k project to resurface the AWP including replacing the shock pad and converting the warm up area to a MUGA, is significantly more expensive than that originally planned and is dependent on the outcome of a CIL application to SODC which will not be known in time to complete installation before the 25/26 winter season - and has therefore been delayed until immediately after Easter 2025.

Outturns against budget for 2023/24

The outturns, against budget were as follows:

- | | |
|-----------------------------|---|
| • AWP hire | £59,683 (exc Cranford House) budget - £58,725 |
| • WSSC bar/kitchen receipts | £301,984 budget - £226,500 |
| • WSSC bar GM | 59.27% budget - 57.62% |
| • WSSC kitchen GM | 57.71% budget - 60.00% |
| • WSSC bar wages % sales | 34,53% budget - 36.00% |
| • WSSC hall hire | £37,348 budget - £22,150 |
| • AWP electricity | £6,485 budget £10,068 |
| • WST contribution | £26,393 budget - £24,360 |
| • WSSC contribution | £31,737 budget - (£13,984) |

- Contribution to AWP sinking fund £20,000
- rugby, football and tennis. This has led to the **Wallingford Sports Park Strategy**

The organisational arrangements of the Sports Park have continued to operate well during the pandemic, the energy crisis and, with all members of the Executive Committee contributing strongly, during recovery afterwards - 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, not least, that all clubs, regardless of size, make equal, annual financial contributions to the Trust and have an equal say in the running of the Sports Park. The system 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:

- The limited capacity on our current low lying site with only one artificial pitch and limited drainage and lighting of the grass pitches to accommodate the demand from the rapid increase in local population. We have waiting lists for junior sport, notably hockey, and need to accommodate more junior football now that Crowmarsh has amalgamated with Wallingford - as well as provide for a growing interest in women's rugby and football.
- Continuing the ongoing work of modernising and raising the quality and energy efficiency of the pavilion as a social and sporting venue, through a programme of improvements made possible by recent S106 funding.
- Providing a more diverse range of activities to inspire more diverse and minority groups across the whole community to participate in health and well-being activities.
- Expanding the benefits of the significant energy reduction measures already in place to push towards carbon neutrality across the whole Sports Park.
- Continuing to build positive relationships with SODC, Wallingford Town Council and local schools and businesses.
- Maintaining long term financial viability and independence. Our business model of being affordable for all means that we will continue to only generate a small surplus on revenue activities, so we will also continue to be reliant on external grants for the capital projects necessary for our ambitious expansion plans.
- Our people skills – across full and part time staff in support of our Sports Park Manager, as well as widening the scope of management and professional expertise amongst our

volunteer Trustees, particularly in respect of legal and business development experience.

Our ambition is, therefore, to provide better facilities, more capacity for sport and well-being activities and a wider range of leisure opportunities for everyone in the Wallingford area. 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 capacity of the Sports Park and available parking
- Extend playing time by the installation more artificial surfaces and LED 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.

Following the FMG report, SODC's draft Playing Pitch Strategy and the Football Foundation's Local Plan, our overall development plans include:

1. Make our grass pitches more robust against climate change by Improving drainage/irrigation and installing more floodlighting to maximise usage and flexibility, especially for training in the evenings
2. Install a 3G pitch with a shockpad suitable for rugby as well as football on one of the grass football pitches (either within the stadium or just outside) and, at the same time, increasing the car park provision.
3. Build a second sand dressed AWP primarily for hockey use, including for local schools.
4. Install facilities for growing sports such as Padel tennis.

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 2024/25

Management

- 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.
- Progress the individual projects set out in the capital programme, as shown in Appendix 1, in particular those to be implemented in the first 2 years, including drainage and irrigation of grass pitches.
- Progress plans for the development of the Sports Park, including 3G pitch, 2nd AWP, Padel tennis and improved and expanded parking and access (from the Town and new housing) arrangements by end of 2024.
- In parallel to the above, work with the Town Council to develop improvements to the Mill Brook and ditch clearing, including biodiversity.
- Negotiate a 10 year agreement with Cranford School, inclusive of Sports Park development plans and based on the successful, current MOU now extended to 4 years.
- Continue to engage with all chairs/trustees to improve relationships and understanding with and between clubs, in particular, the implications of the Sports Park development plans.
- Negotiate with SODC new, longer (99 years?) lease, based on simplified and more appropriate (for a charity) rent determination including the interim period from 2021.
- Finalise the purchase the Bosley land
- Produce a new Marketing Plan to set out the commercial development objectives of the Sports Park Manager, including the new café, 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, where this can be achieved as complementary to the requirements for sport and well-being.
- 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.
- Develop the scope of Trustees to provide for succession for key positions and widening of professional expertise.

Fundraising and Improvements to Facilities

- Assess the outcome of the CIL pilot application for resurfacing the AWP and developing the warm up area into a separate MUGA - for implementation immediately after Easter 2025.
- Prioritise, apply for grants and implement improvement works to the main bar, hall, toilets and changing rooms with circa £150k of S106 monies.

- Take over and make suitable for use the Site B playing pitches and construct a fenced permissive footpath to link the housing estate to the Pavilion..
- Progress early drainage works (and irrigation) to grass pitches before winter 2024/25, if possible, potentially accessing funding from FCC, SODC community fund, WTC CIL etc.
- Progress football stadium improvements that would remain complementary with a 3G pitch
- Encourage all clubs to make bids to Sport England, NGBs and smaller funders, such as Tesco and Aviva, for relevant (non-fixed asset) projects to improve their own facilities

Budget and Financial Targets 2024/25

The forecast for 2024/25 and beyond is attached in Appendix 2, but the key targets (as opposed to budget) indicators are as follows:

- AWP Hire £60,000 (exc Cranford House) - budget £58,725
- WSSC bar/kitchen receipts £330,000 - budget £287,500
- WSSC bar GM 65% - budget 63%
- WSSC kitchen GM 62% - budget 60%
- WSSC bar wages % sales 33% max - budget 36%
- WST hall hire £40,000 - budget £35,750
- Total electricity £25,000 max - budget £27,240
- WST contribution £15,000 - budget £12,699
- WSSC contribution £20,000 - budget £17,088
- Contribution to sinking funds/capex £28,000

Appendix 1 5 Year Programme

Future Capital Projects									
		2024/25	2025/26	2026/27	2027/28	2028/29	Total Cost	Priority	Potential funders
Archery	Indoor shooting gallery				x	x	£500k		??
Football	Refurbishment of main stadium	x	x				£100k		50-70% PLSF/W&CFC
	2 additional grass junior pitches		x				£0k		Site B developer
	3G Pitch			x			£1,000		66% FF/S106/CIL/WST/Schools
Hockey	Resurface existing AWP and MUGA		x				£350k		WST SF/S106/CIL/CS
	2nd AWP			x			£750k		Schools/SE/SODC/WHC
Rugby	Lighting to pitches	x	x				£200k		WRC
	Irrigation project	x	x				£100k		WRC
Tennis	2 new floodlit junior courts		x	x			£35k		PTC
	Upgrade lighting to lower energy				x		£30k		PTC
	Resurface existing courts					x	£25k		PTC
All	Drainage works to Jubilee grass pitches and lower	x					150k		BLSF/FCC/SODC CF/WST/ CIL
	Pavilion hall doors/windows	x					£15		S106
	Pavilion toilets refurbishment	x					£15		S106
	Pavilion hall stage/storage/floor sanding/curtain	x					£18		S106
	Pavilion/changing rooms alterations	x					£80k		S106
	Jubilee footpaths						£30k		Site B developer
	Additional car parking and grass pitch drainage			x	x		£200k		CIL
	2 additional changing rooms					x	£70k		???
	Commercial/club members gym				x				

Appendix 2 WST/WSSC Combined Income and Expenditure Forecast

Cashflow (£)	2015/2016 Actual	2016/2017 Actual	2017/2018 Actual	2018/2019 Actual	2019/2020 Actual	2020/2021 Actual	2021/2022 Actual	2022/2023 Actual	2023/2024 Actual	2024/2025 Budget	2025/2026	2026/2027	2027/2028	2028/2029
Cashflow from Operating activities:														
WSSC Contribution		7,012	1,042	3,368	(5,137)	4,473	(2,261)	(6,185)	(6,045)	35,779	17,088	3,000	4,000	4,000
WST Contribution		(2,378)	16,630	(16,007)	(21,693)	(22,164)	22,678	(23,967)	16,437	8,607	(13,701)	(4,000)	(3,500)	(3,500)
Club Contributions		17,357	17,771	18,618	18,832	21,642	15,794	22,285	30,100	30,267	30,267	30,267	30,267	30,267
Loan repayments (inc interest)				(35,270)	(20,202)	(17,500)								
Total operating cashflow	21,991	35,443	(29,591)	(28,200)	(13,549)	36,211	(7,867)	40,492	74,653	33,654	29,267	30,767	30,767	30,767
Cashflow from Investing & Financing activities														
Capital grants	118,324	350,075	19,439	151,430	32,702		18,748	15,000	176,618	258,000	200,000	1,650,000	350,000	320,000
Club funding		13,000	1,700	9,784	14,375	19,115		8,200	8,000	175,000	195,000	90,000	30,000	25,000
AWP replacement donation (inc gift aid)			15,625	34,323	18,750									
Cranford								10,000	10,680	11,000	11,000	211,000	11,000	11,000
Total financing income	118,324	363,075	36,764	195,537	65,827	19,115	18,748	33,200	195,298	444,000	406,000	1,951,000	391,000	356,000
Capital projects:														
Changing rooms	(58,870)	(353,525)	(16,389)							(80,000)				(578,784)
Car park & drainage	(23,715)			(21,641)								(100,000)	(100,000)	(245,356)
Kitchen extension & bar refurb		(7,037)	(3,093)	(35,195)										(45,325)
Main access & security of pavilion				(4,571)										(4,571)
Pavilion improvements								(51,253)	(31,065)	(30,000)				(112,318)
Pavilion hall									(18,000)					(18,000)
Waste pump									(4,283)					(4,283)
Jubilee footpaths									(30,000)					(30,000)
Rugby pitch drainage project	(44,609)	(8,001)	(18,396)						(75,000)	(75,000)				(221,006)
Solar/ battery installation									(77,055)					(77,055)
AWP lights								(33,990)	(8,200)	(1,785)	(1,785)	(1,785)	(1,785)	(42,915)
General assets					(1,896)	(4,262)	(8,837)		(5,359)					(28,554)
Commercial/club members gym														0
Rugby toilets									(12,042)					(12,042)
Pitch maintenance equipment						(19,115)								(19,115)
Lighting										(100,000)	(100,000)			(200,000)
Irrigation										(50,000)	(50,000)			(100,000)
Football mower & fencing				(7,878)										(7,878)
Football lights				(34,112)										(34,112)
Refurbishment of main stadium										(50,000)	(50,000)			(100,000)
Two additional grass junior pitches											0			0
3G pitch												(1,000,000)		(1,000,000)
Replace tennis pavilion				(7,445)										(7,445)
Floodlit mini courts											(20,000)	(15,000)		(35,000)
Upgrade floodlighting to lower energy													(30,000)	(30,000)
Resurface courts						(39,284)								(25,000)
Refurb squash roofs														(39,284)
Indoor shooting gallery													(250,000)	(500,000)
2nd AWP & drainage												(750,000)		(750,000)
Resurface AWP											(350,000)			(350,000)
Total capital spend	(127,194)	(368,563)	(37,878)	(110,841)	(41,180)	(23,377)	(8,837)	(93,443)	(129,804)	(434,785)	(646,785)	(1,866,785)	(381,785)	(346,785)
Net cash from investing & financing	(8,870)	(5,488)	(1,114)	84,696	24,647	(4,262)	9,911	(60,243)	65,494	9,215	(240,785)	84,215	9,215	9,215
Cash balance	42,994	56,115	86,070	55,366	111,861	122,959	154,908	156,952	137,202	277,349	320,218	108,701	223,683	263,665
Memo : Cash on deposit (AWP sinking fund)		30,729	40,839	27,430	67,007	81,901	81,938	91,947	112,185	153,718	181,718	56,000	84,000	144,000