

WAC Treasury & Vision Report February 2023

Presentation for the Walton Athletic Club
AGM - February 2023

By Simon Davies, Treasurer & Head of
Business Development & Julie Dawson,
Treasury Executive

Vision Statement

- Building on its long heritage & solid reputation, WAC has integrated a 3-year plan through to end 2025 designed to achieve a step change in on & off-track performance
- For ease of communication the plan shall be referred to as the 'Masterplan 2025'
- The plan can be summarised as:
 - Year 1 (2023)= install new website, iOS & Google app, operational & marketing platform with associated functionality such as fee collection, athlete/coach/parent communications & database
 - Year 2-3 (2024-5) = membership & human resources drive, increase revenues & costs leading to evolution of 'on track' performance, apply for further grants/awards that WAC is eligible for

Operational Hub

- Without a front to back new web delivered platform, it will be unlikely that the club can grow materially relying as it does on unpaid busy humans for so much of its success to date!
- Without an accompanying 'A grade' website it is unlikely that the look & feel of the club will attract new members, coaches & stakeholders
- We recommend www.sportmember.co.uk & a number of members of the committee have attending demos since Q4 2022.
- Think of these hosted platforms as a one stop shop menu of sports club specific online services including web design from which we choose what we want & attach to our existing web address.
- The proposed cost (pre negotiation) is in the region £1000-1250 pa & it to ensure there is immediate financial benefit, the club has added Julie Dawson as a treasury executive.
- This platform will be accessed via the existing WAC web address & becomes the go-to location for all members, visitors & stakeholders to 'touch' the club
- This platform automates & provides the backbone for running the club
 - **Subscriptions & accounting**
 - Enables fees to be collected online at any frequency & via credit/debit card
 - Links to WAC bank account/s automatically
 - All treasury activities
 - Enables payments to suppliers/coaches/staff etc
 - **Professional grade website**
 - Choice of templates already in use at other blue chip sports clubs
 - **Event calendar & attendances**
 - **Compliance with GDPR, club policies etc**
 - **Ticketing for WAC events**
 - Free & paid for tickets can be bought online for new WAC products
- **Professional grade shop**
 - Showcases & manages our merchandise maximising sales
 - Can link to a retail partner from whom we receive commissions
- **Travel & tour shop**
 - Enables us to sell trips/tours to international events
- **Can link to existing systems used by WAC**
- **Library of past documents/history/records etc**
- **Communication with all stakeholders**
 - Text based comms on all topics – similar to clarion call for those familiar with that

Goals & Objectives

- By end 2025 WAC aspires to exceeding the following goals:
- Continue to investigate & apply for grants/ financial awards/assistance from council & other bodies
- Installation of new integrated website, subscription collection, ticketing, attendance tracking, marketing messages, communication & member portal platform
- Given current 'cost of living' challenges – platform to offer menu of flexible subscription payment options
- Launch new WAC 'paid for' products
 - Summer & winter season live TV xc/track events at the hub
- Pro athlete led training camps
- Rehab, massage, chiropractic
- Major championship tours
- Masterclass training talks
- 2 x club dinner per year (summer & winter)
- A hardship scholarship fund created
- A sustainable rent agreement
- 3 corporate cash sponsors
- 2 corporate in kind sponsors
- 1 retail partnership
- 3 'profile names' (ambassadors) appointed
- Committee members paid for their time
- Coaching staff increased by 50%
- 2 league promotions in target age groups
- Outreach to Elmbridge schools/colleges/universities for membership

Financials

- 2022 accounts show +£5k transferred to reserves (revenue £70k, expenses £65k (excluding equipment grant/expenditure))
- Current bank balances £50.5k (awaiting CIL refund from Elmbridge Borough Council of c£38k which was claimed on 13 February 2023 & should be paid inside 30 days) CIL = community infrastructure levy which is a charge to property developers to ensure that relevant and necessary infrastructure in the locale can be installed by the council
- **Headwinds:**
 - Increasing pressure to pay coaches, officials & administrators
 - Any increase in rent contribution would put WAC in deficit & deplete reserves (NB rent increased by 450% since moving from Stompond Lane to Excel Hub)
 - Club admin costs will rise from 2023 as new web/operational platform installed
- **Tailwinds:**
 - Increased athlete membership numbers & other revenue initiatives expected from 2024/5
 - Well equipped club & stadium helps attract regional competitions which along with higher membership opens door to sponsorship from 2025
 - The availability of CIL funding continues to help the club 'punch above its weight' and lay the foundations for growth
 - Post pandemic, the UK is back to hosting a full stack of televised/media streamed track, field & cross country competitions which helps to drive participation interest in the sport
 - The treasury team has been bolstered by the arrival of Julie Dawson, a highly capable individual with decades of blue chip corporate experience. We thank Abi Riéhl for her contribution to the treasury team in recent years.

Financials continued...

| 01.01.2022 - 31.12.2022 WAC Profit and Loss | |
|---|------------|
| Income | |
| Membership | 14,279.66 |
| Academy & Satellite | 52,954.01 |
| Holiday Clubs | 1,401.60 |
| Equipment Grants | 50,714.40 |
| Competition host rebate | 410.00 |
| Vest sales | 391.04 |
| Interest | 87.78 |
| Total Income | 120,238.49 |
| Expenses | |
| Facilities Rental | 14,441.36 |
| Equipment | 65,752.74 |
| Academy & Satellite Coaching | 27,044.32 |
| Holiday Club Coaching | 452.93 |
| Club Administration | 2,676.55 |
| Coaching - Courses & Clothing | 2,385.78 |
| Competition & Affiliation Fees | 1,883.25 |
| Travel | 412.00 |
| Total Expenses | 115,048.93 |
| Profit (Loss) before taxes | 5,189.56 |

Summary

- The treasury team note and offer thanks to the committee for continuing to deliver excellent stewardship of the club on a voluntary basis often with considerable need for time to be spent during evenings and weekends.
- Our ambitious vision for growing the club has been embraced by the club committee, Elmbridge Council (EBC) & the operator of the Excel Hub & Leisure Centre (Places Leisure) Meetings have been held within the last 4 weeks with both EBC and Places
- We have continued to invest considerable sums in upgrading the club enabling it to punch above it's weight. Most recently we invested over £42k on a electronic timing equipment & a further significant sum on professional all weather covers for our field event facilities.
- Due to the prudence & careful stewardship of the club over recent years, the financial position is reasonable even after a prolonged period during the pandemic where fees were not charged & many events could not be held.
- However, in common with all organisations, due to the high level of prevailing inflation, our cost base is rising faster than our revenue base. This is best exemplified noting that our largest single cost – rent for the use of Excel Hub has risen nearly 5 fold since moving to our current site c6 years ago but is set to rise materially again imminently. In addition, it is essential that we remunerate our self employed coaching staff at a competitive rate with a view to retaining them and acquiring the best talent from outside the club.
- After many years of holding down membership fees & the costs of events and camps we note that we deliver some of the finest coaching in international standard facilities & provide extensive access to competitions across all age groups but we charge fees far below our competitors. Notwithstanding the cost of living impact on us all, we must now address this imbalance to ensure that the club can prosper & continue to deliver a high quality athletics experience for all members & participants.
- The financial management of club has been upgraded with a Treasurer (Simon Davies) & assistant (Julie Dawson) appointed. With these extra resources we are reviewing all revenue and expense line items searching for improvements & creatively