



Worcester Rugby Football Club

Annual Report - 2019/20

&

The Year Ahead - 2020/21

Dear Members and Friends

Much has happened since March and few could have predicted our world and lives would be so dramatically changed in such a short time.

Set out in this document is our Management Committee report for 2019/20, our plans for the AGM and our thoughts and proposals for the year ahead – how, as a Club, we best prepare for and manage what is likely to be a challenging 12 months. Clearly these will be matters for the new Management Committee members, but we very much hope that all club members and the new Committee supports these plans.

We have much to talk about and we make no apology for the length of this report which we hope you will find helpful and informative.

Despite everything, we believe we are well placed for the immediate future but a key message for all of us is about the importance of doing what the rugby community does best – sticking together and supporting each other. As a Club we need to come together as never before and whoever leads the club into the 20/21 season it is vital we all give them our fullest support.

As always we are keen to hear your views.

Jim Goodman
President

Steve Lloyd
Chair

1. Coronavirus

First and foremost, our thoughts remain with everyone affected by coronavirus and especially those who have lost loved ones and friends and those who continue to face personal and business challenges. Sadly, at the time of writing, it is still far from over and we wish everyone well over the coming months and year ahead.

A particular thanks must go to our members whom, despite the personal risks, have continued to work on the front line keeping us safe and essential services going. Whether it is in health and social care, education, delivering vital goods, serving us in the supermarket or delivering the post we thank you all. We have agreed that at some point the club needs to formally recognise these efforts and we will talk to colleagues about how best we do this.

We also recognise that some of our players (and their families) may face financial hardship in the year ahead and we will do everything we reasonably can to help players continue to play rugby where their personal situation might not otherwise allow.

As we emerge slowly from coronavirus and restrictions are eased by the Government and the RFU there will be an eagerness from many to re-open the club for training and the bar for members and events. Although we are keen to see the club open as soon as possible (Bars are actively planning member events for the summer), we need to recognise there will be many public health and economic issues to address before we can, with confidence, safely open up for business. Our overriding priority must be the safety and health of our members and guests.

We also recognise we need to decide about subscriptions for next season if, as looks likely, there is a delayed start to rugby. As a members' club we are very dependent on member subscriptions alongside bar and shop sales for our financial survival. Without income we face some very severe challenges in the months ahead and we will, therefore, be looking carefully about how best we balance the expectations of members with the needs of the club. We will announce subscriptions for the new season shortly.

2. WRFC Annual General Meeting - 23 September 2020

The WRFC AGM had been re-scheduled for 29 July 2020. Having carefully considered the current Government restrictions, public health advice, the safety of our supporters and feedback from some of our members we concluded that we should postpone the AGM until the **23 September 2020**. We looked carefully at both an outdoor and an on-line meeting for the 29th but concluded that restrictions, safety, the weather and available technology all conspired against a successful meeting. Members of the Management Committee have confirmed they are happy to extend their tenure to the AGM.

Additionally, although Jim Goodman finishes his two-year Presidential term at the end of this season, given the circumstances he has kindly agreed to serve for a third year. Jim has played a crucial part in guiding the Management Committee this year and his continuation offers stability and gives us the opportunity to identify and prepare his successor.

Whilst the AGM has been delayed, we are keen to implement now some of the suggestions put forward by members at the Ideas Night in February. These are set out below and we hope they will have your full support.

3. Rule Changes and Subscriptions

We do not propose to submit any rule changes to the AGM in September or increase subscription this coming season. Rule changes are not required for the alterations we are proposing, and we think it is important that any significant changes to rules or subscriptions should be discussed properly amongst members before an AGM. This has clearly not been possible and so any changes will be submitted to the AGM in June 2021. The rule changes we will be seeking will bring our rules in line with the RFU model rules.

The only caveat relates to Bars. We are actively looking at bringing Bars, currently set up as a wholly owned WRFC company, back into the direct management of the club and it is possible that our advisers will recommend changes during the 20/21 tax year. If so, rule changes will be needed and we will fully consult with members first.

We consulted members on subscriptions and fees earlier this year and the feedback was extremely valuable. The decision to delay any increases will give us the opportunity to talk to members about the changes we need to make. Although there is still work to be done we believe we need to keep our approach to subscriptions and fees simple but also look to increase some of our rates when the timing is right.

4. Rugby Playing and Management

Mini Juniors

It was promising to be another classic year for WRFC M/J section. All age groups from U7 through to boys U16 and girls U13, U15 and U18 teams had strong numbers, great coaches and quality age group managers supporting them. We braved the floods earlier in the season and thanks to Jeff Green and his team providing top-quality pitch maintenance, we were able to host rugby matches when most other local clubs had to cancel.

Then Covid-19 came along, stopping all rugby activity and leading to the cancellation of our Festival, which was scheduled for 19 April. Most age group tours fell victim to Covid, although the U12 did manage to get away on tour just before Covid-19 restrictions were put in place.

Before rugby was curtailed, U16 had once again qualified for the North Midlands Cup Final and the U15 had qualified for the NMC Semi-Finals. Neither were able to play their fixture due to the Covid restrictions.

The U15 girls were Midlands Champions beating Peterborough in the Midlands Final. They were due to play Sandal, the North Champions, in the National Cup Semi-Final if the season had not ended so abruptly.

Mini Juniors are looking forward to making up for lost time and restarting rugby as soon as government restrictions allow.

Seniors

Rugby at Worcester came to an abrupt end as the RFU rightly decided to suspend all rugby in March and end the season prematurely in April. Many of our players were very sorry to see it finish as they had aspirations, unfinished business and local rivalries to win. Our Mixed Ability team had a tournament in Ireland to look forward to, which is now postponed to 2021.

As an adult rugby section we have bucked the trend of diminishing player numbers with player numbers growing and our adult teams fulfilling all planned fixtures. Our inclusivity as a club is demonstrated by the integration of the Saxons team in to our ranks. On a regular Saturday we got three senior teams out, stretching to four or five at times when the MA or Saxons were playing in their leagues or tournaments.

The Second team were having a strong season, competing for top honours in the league, and the quality of the players pushing for First team players grew as the season progressed. The Third team – well managed by Ian Wearing – truly reflected our ethos of getting your boots on and playing the game, with his tireless efforts calling on all playing members to turn out.

One big plus for the season was the establishment of a Colts team, who under the management of Paul Holmes and Andrew Atkinson fulfilled every fixture bar one. The resilience of a young team developed to stay together and face often older and more established Colts teams will have set them up in good stead for the next season. Being a year older and more experienced will transpire in to positive performances on the pitch. We have a successful U16 group moving up to join the Colts age group and start their journey

towards senior rugby at Worcester. The First and Second team this season benefited from the ability of two of our age group players, playing in the First and Second teams.

At the time of writing this report, it is true to say the first team were not placed where we wanted to be in the league. We were safe from relegation and had some very winnable games ahead, but we will just have to accept how it ended and look to be as competitive as we can going forward. The quality of our squad can sometimes be our own enemy as those that can will choose to play at a higher level when the opportunity exists. For any player that this opportunity presents itself to, we wish them well as they see where their ability can take them.

We firmly adhere to our amateur ethos and respect that rugby is a hobby many of our members participate in around a busy life. We want members to know that whatever money we have in the rugby budget goes into providing the best rugby experience we can offer both on and off the pitch.

The New Season

Looking forward to the new season we do not know, at this stage, when we will be able to resume training and fixtures and what, if any, strictures we might face. We are however already making plans for senior rugby and have agreed a provisional (significantly reduced) budget to help us at least start to plan for the new season. We have also agreed, under strict conditions, to allow players to access Weston Fields for personal fitness activities and will keep the position under review as Government and RFU thinking develops. Our priority will always be the safety of players and others.

We are delighted to announce that senior women's rugby will be returning to WRFC from 2020/21. Niall Crawford has been working closely with the Worcester Warriors on their plans to restructure women's rugby and, as a consequence we anticipate 20-30 players joining WRFC from the Warriors in the new season. The players will be fully paid-up player members of WRFC and we will appoint a women's manager to ease their return, set up training and prepare a team for competitive fixtures sometime later this season. We expect the team to re-enter the league at level Championship 2. We are also looking forward to seeing the Saxons team, newly established in 2020, move from strength to strength in the IGR league.

Rugby Management

Last July we made a commitment to put rugby at the heart of everything we do. For next season we want to strengthen the rugby leadership team and recommend the establishment of a rugby management committee (RMC) under the leadership of the Director of Rugby (DoR). Operating within the rules of the Club the RMC will be responsible for all rugby matters – from coaching standards to pitch allocation – across all age groups and sections. Day-to-day responsibility will remain with the rugby sections which will be unchanged and the DoR and Chair of M/Js will continue to be full members of the Club Management Committee and officers of the club. The RMC, with the support of the Management Committee and rugby sections, will be the main driver of the Club.

We have asked Niall Crawford and Tim Cunliffe to look at committee membership and how best the committee and business are organised. Recognising the additional responsibilities

of the DoR we will also create the role of First team manager to work with the First team coach and players.

Player Welfare

The rugby community is increasingly mindful of player welfare. As part of the RMC plans we have asked Niall and Tim to look at the creation of a welfare officer who could encompass safeguarding, mental health, long term injured and inclusion. Clearly these are not areas that can be managed by one individual alone so we would retain the role of safeguarding officer and look to other volunteers to take on specific welfare and associated activities within the club.

5. Ideas Night

We had some fantastic feedback from the Ideas Night in February. Greg Fincher and Tim Cunliffe have been working through the list and we will be talking to members and players next season about how we best approach the multitude of ideas. In the meantime, there are some immediate suggestions we plan to adopt:

Vice Presidents

Several of our VPs are actively involved in the life of the Club – if not running a section of the club they are regular visitors on match days. We thank them for their continuing efforts and support. We want to see all VPs participate in the club and will be looking for all VPs (and any future VPs) from the new season to play a more active part in representing the club on match day – both home and away and both seniors and juniors.

We also want to look at how VPs might take on ad-hoc roles. For example, being the club nominated lead for hardship cases arising from the coronavirus crises or overseeing member complaints. We believe the experience and independence of the VPs puts them in an ideal position to take on these roles. As part of the rule changes being considered for 2021/22 we will also propose that VPs are re-elected annually and all VPs are given the opportunity to opt out of the role if and when they feel it is time to hand the reins to another member.

Jim will be talking to the VPs and we hope to see some changes introduced before the start of the season.

Patron Representation

We have decided to add responsibility for Patron representation to the Vice Chair role. It is currently a specific role on the Management Committee. As members, the whole Committee exists to represent all interests and views but by focussing this responsibility on the Vice Chair it will give patron matters greater prominence. It will also, when appropriate, help prepare the VC for the role of Chair. Once we are back up and running, Greg will talk to Patrons about how best they are engaged and their views represented. We will not actively seek the election of a Patron representative for 2020/21.

Two New Roles

We would like to create two new voluntary roles to lead on key and growing club activities. We are looking for someone to take on club social activities and organise volunteering and also for someone to take on PR and media. These will not be Officer or full committee roles although they will attend Committees from time to time as business dictates. Being mindful these are volunteers, we will carefully shape the roles around club priorities and the time and skills the individuals have to offer. We would also encourage the two leads to involve other members to assist with the work. In summary the roles are:

Club Social and Volunteering

We want to build a strong Club community that is not just about training and matchdays but also about having fun and making the club a great place to be.

Club social will involve engaging with players and members and organising social events. This could include a race night, a curry night, a pool tournament or fundraising activities etc. The aim is to get people together and have fun – and all at a modest cost!

Volunteering will involve promoting volunteering across all players and members. This could include the volunteer rota for the bar, car parking marshalling duties, litter picking or even filling in holes in the car park!

This role will be part of the Business Development team and involve close working with Bars.

PR and Media

We recognise the growing importance of Club PR and our presence on the burgeoning number of social media outlets for news, information and conversation. We need to use these outlets to promote the Club for prospective players, members and volunteers. We are therefore looking for someone to take the lead on PR and media. The first priority of the role is helping the MC understand what it needs and how best to approach this brief and how best to structure the role and support. The areas to consider could include:

- The WRFC website and other WRFC outlets for news and information.
- Club news and promotional material for the website and other social media
- Club material for players and parents
- Post-match reports
- Press releases for print media
- Member communications
- Player and member comms and engagement across all age groups and teams
- Promotions and events

This role will work alongside the President and Chair.

In light of the impact that the pandemic is having on the club we are keen to move on these two roles as quickly as possible so if you are interested please contact Steve Lloyd. If there is interest from several members we will establish a simple selection process to help choose the best two candidates.

6. Management Committee – Time, Commitment and Visibility

Rightly members want to see more of their Committee members and highlighted visibility was a priority at the Ideas Night. We took a decision last year to involve more younger members in the Committee and the sub-groups. This has been successful but as a member's club and a business operating principally evenings and weekends this has its challenges. We have talked to many clubs this year who face similar problems - encouraging younger members to get involved with their club but then trying to balance the demands of home, work and rugby management. And family and business life must come first.

As with all clubs much of the work is unseen or when members are not at the club, such as dealing with the tunnel problems caused by flooding earlier this year or late nights dealing with emails. We want to make volunteering at the club attractive, enjoyable and rewarding and, of course, free from unwarranted criticism. It is also important that being a Management Committee member is seen as an attractive proposition, especially for the younger members of the club and, importantly, for our female members and players.

We believe that there should always be a member of the MC at the club on training nights and on a Saturday and Sunday during the season. We understand the important distinction between visibility and accessibility and would like to see all Management Committee members more actively engage with members and players. This should be underpinned with a Club 'Who's Who', with contact details for the Management Committee members included in the monthly newsletter. This will allow members and players to see what the committees are up to and encourage everyone to speak to committee members if they have any questions or issues about the club.

7. Membership

We have 132 senior player members – up 50 on last season, 312 patron members – up by 48 members and 395 mini/juniors registered – slightly up on last season. The increase in senior player members is largely due to the introduction of the new Saxons team and the continued growth in senior player numbers. 66 patron members did not pay their subscriptions. These 66 remain members of the club in line with our rules and as this appears to have been a problem in recent seasons, as part of the move across to GMS we will address those who have not paid.

We announced earlier this year our decision to move membership and subscriptions to the RFU's GMS system for this coming season. We successfully moved M/J last season and Tim Cunliffe has kindly agreed to lead the move for senior members and players. The RFU offers a secure system which will allow us to manage player and patron membership and subscriptions plus give members the ability to directly update their personal details and communication preferences.

Whilst our membership numbers look healthy, a number of members have not paid their subscriptions for this year or previous years. When we write to all members about the move to GMS we will remind members that if they do not renew their membership and pay their subscription we will, in accordance with our Club rules, terminate their membership.

Tim will be in touch with members shortly about the next steps.

8. 150th Anniversary

With our 150th anniversary looming in just over 12 months Bryan Radford and Dick Cumming have kindly agreed to take on the job of planning and organising our activities to celebrate our 150th year. Bryan and Dick will establish a small committee and look at every opportunity to celebrate our sesquicentennial anniversary. If you are interested in joining the committee, helping with the plans or have ideas about what 150th anniversary goodies we might sell through our shop, please contact Bryan directly.

And please don't forget the work of Derek Thomson and his colleagues who are busy writing a history of the club. If you have any information, stories or photographs that might be of interest, contact Derek directly.

9. Business Development

Business Development was a new introduction to the club this last season, reflecting the importance of our commercial activities and the need to generate more income. Initial work centred on understanding the club's commercial assets, developing a structure to maximise the Club's potential, and then creating a sustainable model for the future. Covid-19 has impacted on our plans and will inevitably affect the new season. However, much has been learned about the commercial opportunities and our efforts for the forthcoming season will be focussed on the following areas:

Sponsorship

The huge number of players, supporters and family members that visit WRFC (and our neighbours) during the rugby season offer fantastic exposure to local businesses – either to promote their products or simply being associated with an esteemed 150-year-old rugby club. We have had several tentative approaches about sponsorship and will do more to promote what the club has to offer and make it easier for businesses to get involved. We recognise there is increasingly fierce competition for commercial investment, but with the right processes in place, the hard work of the Business Development team and the efforts of all our members we are confident we can increase the income from the local business community.

Pitch-Side Boards

Due to the Olympic efforts of Tom Muir several companies purchased pitch-side advertising boards this season and our target is to have at least another 30 boards added around the First team pitch within the next 12 to 18 months.

Clubhouse Events

Our tentative introduction of match day lunches have been very popular and we will build on this success for the 2020/2021 season. Increasing the number and improving the promotion of other clubhouse events both on game days and weekdays is also important and will be a priority heading into the new season. Several new events have been planned or are being considered. As soon as we know when the season will start, we will decide

how best to organise the diary for the year ahead. For the moment the planned Family Fun Day in Summer is sadly postponed.

WRFC Roadside signage

Roger James has put in some hard work behind the scenes to get the Totem pole planning agreed. We hope to install the signs this season which will point visitors to our club, give great exposure for business as well as a good financial return for the club.

Commercial Website

A new website (to run alongside the WRFC website) promoting the clubhouse for parties, wedding receptions etc will be launched before the new season. The site will give potential clients information about the clubhouse, what it can offer, prices and availability.

100 Club

Dick Cumming continues to work tirelessly in promoting the 100 Club to raise money for important projects for the club. We thank Dick and all the 100 Club members for the generosity and support. We plan to do more in 2020/21 to help promote the 100 Club and the fantastic work it does for the club and community.

The Clubhouse Shop

With the amazing efforts of Jane Melhuish and Tim Cunliffe the clubhouse shop has been smartened up and products can now be purchased at the Bar when the shop is closed. There has also been a new online shop created by Scimitar Sports which allows players and parents to purchase kit and equipment online.

Bars

Bars was having a profitable year on bar sales and other commercial activities – until Covid-19 came along. Business in March and April were expected to generate good returns and, similarly, so were events during the off season. Lockdown has had the inevitable impact on our finances. However, the majority of bookings have been postponed, not cancelled and we look forward to rearranging these when we are able.

In addition, club outgoings have been minimised during the lockdown period and our application for the government's Retail, Leisure & Hospitality Grant (RLHG) was successful. We received £25,000 to help the club through these unusual times. The club's Business Rates Assessment for 2020/21 has been reissued as zero for the year.

At the end of April 2020, Bars' financial year end, the operating surplus stood at circa £46,000 (note: this figure included the £25k RLHG monies). The net position for the year was therefore nearly £21,000 underlining that the bar and the clubhouse have considerable financial potential.

Much of the success has been down to joint initiatives with the Business Development Committee, volunteer members and, of course, members spending their hard-earned money in the Bar. Bar staffing, kitchen menu, pricing levels, suppliers, recycling and waste management, booking management, advertising and visibility, club room security and accounting practices have all been reviewed and changes made to improve member and

guest experiences and the benefit has been felt in the bottom line. A special thank you needs to go Sam Carter and the Business Development Team for their hard work during the Rugby World Cup!

Essential maintenance and repair works have also been a priority during the year to ensure we meet our statutory obligation and importantly will be ready when the government lifts trading restrictions. A special thanks needs to go to Mike James, Tim Ohlson & Brian Ryan for their invaluable input.

As mentioned in the introduction of the report we are currently looking at the benefits of combining the business of WRFC BARS LTD within Worcester RFC Ltd. The professional advice to date suggests there are no compelling financial or legal reasons to operating Bars as a separate company with all the attendant costs and administration. However, such a change would require careful planning and execution, necessitating amendment to the Club Rules and the approval of the Financial Conduct Authority. The new Management Committee will make a decision sometime in 2020 with any changes, most likely, introduced next season.

During the season Andy Cross resigned as Bar Manager and, Brian Ryan was appointed as his replacement on 23 December 2019. We are pleased to confirm that Brian will continue in this role, supporting and, supported by Stuart James and James Rich, Directors of Bars. Ned Anderson and Will Orgee will continue to provide sage advice!

Finally, whilst the Club has been in lockdown we have been doing our bit for our local community. We have opened for the NHS Blood Donation Service and were briefly visible on Peter Kay's 'The Big Night In' and have donated spare stock to the Kempsey Primary School Food Bank.

10. Grounds and Property

The clubhouse, kitchen and changing rooms cost around £3m to build and we have a mass of complex and costly equipment to maintain to keep the place going. Our priority this year was the introduction of a simple reporting system for minor repairs etc, and the development of a three-year plan to ensure we can keep the clubhouse safe and in full working order. We have received over 20 requests for maintenance this year ranging from replacing a damaged toilet seat to implementing a process to maintain the heating, ventilation and air conditioning system. We also took the opportunity at the beginning of the season to ensure we were on top of all our health, safety and fire obligations. We have started pulling together a list of approved contractors alongside a handyman to help improve our response to maintenance issues and have been working with Bars to ensure we have regular safety inspections, a comprehensive library of manuals, training and maintenance schedules in place so we can keep on top of the our fantastic clubhouse and facilities.

We will also be undertaking a deep clean and repainting the interior. We will use contractors for the technical areas but hope to engage an army of club volunteers to help paint the public areas and changing rooms – socially distanced of course.

Keeping our grounds usable this year has been a major challenge with rain and flooding. We need to pay particular thanks to Martin Swinnerton, Chair of Grounds, Jeff Green and his Warriors grounds team for keeping the pitches in such good condition and playable despite the weather. We have now fixed the problems with flooding in the tunnel – although there is a limit to what the new pumps can do...!

We are currently in discussion with the Warriors about maintenance for the new season. Work on the pitches will be delayed due to the lockdown but also the very dry weather following the winter deluge. In view of the weather we have given the go ahead for the purchase of new irrigating equipment, replacement posts on pitch One that were blown down and for some essential work to address the areas between pitches and in front of pitch One dug outs.

The agreement with the Warriors comes to an end in 2022. A priority this coming year will be planning the finances and maintenance regime once the deal with the Warriors ends. This will not be without its challenges.

11. Relationship with the Warriors

Coronavirus is having a massive impact on the professional game and we do not know yet what the outlook will be for our professional neighbours or our relationship with them. We will continue to build on the excellent rapport established with the new owners last season. We believe that, as two separate clubs, we offer the Worcester community the best there is of amateur and professional rugby locally. Working together we can focus on our core activities and give our players, members and community what they want from this great game.

The strong relationship between Martin and Jeff Green has paid dividends. We also have several formal and informal arrangements in place with the Warriors – such as the Warriors using our pitches for training and events and WRFC Mini/Junior parents using the Warriors car park on a Sunday. Most of these arrangements work well most of the time, but we do need to review them to ensure they continue to reflect our needs and explore how we might be able to make use of the Warriors' all-weather facilities. When the time is right, we will establish a small team to represent WRFC in discussions with the Warriors about how, as separate clubs, our future relationship develops.

12. Club Governance

WRFC is a complex business. We are regulated by the Financial Conduct Authority, the RFU and, of course, our members. We face a raft of statutory and often complex duties.

This season the club's principal decision-making body has been the by-monthly Management Committee supported by a monthly Executive Committee and a variety of sub-groups. Given the extensive and growing use of electronic communication such as email, WhatsApp and Facebook amongst committee members and the introduction of a Rugby Management Committee we do not believe this is the best model for the coming season.

Electronic communication has changed the way people are engaged in day-to-day issues and decisions. Many sub-groups are rightly able to operate as virtual groups and much of the Management Committee agenda is now focussed on governance and the major issues facing the club. This has all be reinforced by the lockdown.

We propose dispensing with the Executive Committee and re-introducing monthly Management Committee meetings with business organised in the most efficient way e.g. by-monthly reporting. The MC will have a stronger governance role with the RMC and the sub committees picking up the bulk of day-to-day decision making. We will look at how we maintain proper rigour in our sub-committee decision making and, importantly, reporting. Notes of the Management Committee meetings will be published on the members' area on the WRFC website.

We have also stated to look at the primary objectives for senior officers and leads for next season. The Chair and President will meet with senior members and leads at the beginning of next season to agree their priorities and how best they can be supported in these often-demanding roles.

We will also discuss how each member and all our volunteers can actively promote the ethos, values and standards of the club and how we increase the involvement of more women in leadership roles. We believe one of our VPs should assume responsibility for overseeing member complaints to ensure independence and objectivity.

We will publish rules on the management of our financial affairs before the AGM with the clear expectation that all members, leads and all volunteers will subscribe to them. At the AGM we will also be giving details of changes to our professional advisors reflecting the complex regulatory world we operate. This will also include safeguards to ensure we meet our statutory duties notably FCA reporting.

The work of all Committees, Officers and other club leaders must be underpinned with openness and transparency. We will share our thoughts and plans with our members, be open to fair challenge and always explain our decisions. As with this season the President will assume an oversight role of the Club Chair and Management Committee and, with the changes proposed, support the Vice Chair with member relations.

13. Finances

The full WRFC and Bars accounts are currently being prepared by the Club's accountants and should be ready for members in July. The combined WRFC and Bars end-of-year budgets show an overall operating surplus of around £20,000 which, given the circumstances, is an excellent result. This has been achieved by focussing on two priority areas:

Firstly, restructuring our accounts and strengthening our accounting processes for a business with an annual turnover in excess of £300,000. This has taken longer than we had anticipated as we endeavoured to ensure that income, expenditure and charges are correctly apportioned correctly between WRFC, club sections and Bars. There is still work to be done, but from next season all income and expenditure will be assigned to the correct cost centres. WRFC and Bars will continue to run as separate accounts next season, but it

does mean that from 2020/21 we can report confidently on our finances. As part of this work we also took the decision to engage new accountants to help us navigate the complex financial and tax environment we operate, ensure we accurately and correctly apply HMRC tax rules and help accelerate the production of the accounts so they can be presented at or closer to the AGM.

Secondly, maximising income. Bars has performed amazingly well. Despite the loss of bookings and sales from March onwards and a number of charges carried forward from last season, Bars has achieved an operating surplus of around £46,000 before appropriate adjustment are applied. The figure includes a government grant of £25,000 in respect to the lockdown. WRFC made a loss of £26,000 despite increases in player subscriptions and some £8,000 from car parking fees. A review of all WRFC income and expenditure will be needed next year.

Once approved by the Management Committee, the WRFC accounts will be shared with members and submitted to the Financial Conduct Authority. The Bars accounts are signed off by Bars and submitted to Companies House.

Looking to the future we do not know what the impact of Coronavirus and the lockdown will be on income and costs. We must, therefore, be prudent and accept we may face unexpected financial challenges as members, sponsors and others reappraise their financial priorities. Above all else we must continue to improve income and ready ourselves for when the agreement with the Warriors on pitch maintenance comes to an end in 2022. Only time and experience will tell how quickly we can move the club to a sustained profitable position.

14. Your Views – Club Social 18 July 2020

We hope you will have found this extended annual report helpful and support the measures we are introducing to help us through these difficult times. Members of the Management Committee will be at the clubhouse on 18 July for the socially distanced social – see WRFC website for details. If you have any questions or ideas, please talk to any member of the Committee. Alternatively you can email Jim or Steve via the club Secretary – Jeff Crawshaw secretary@worcesterrugbyclub.co.uk