

Business Plan

2018-19



Version: 2018-19 Draft for AGM Approval

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Version Control

This is the Final Draft Version of the Document for review & approval by the Membership at the AGM on 29 May 2018.

Comments at any time are welcome by the Treasurer: treasurer@winphotosoc.co.uk

Executive Summary

Winchester Photographic Society is one of the largest photographic societies in Southern England and is fortunate to be in a strong financial position. This Business Plan describes the Society's current position and its business and financial strategy. It analyses the Society's strengths, weaknesses, opportunities and threats and carries out a costed Risk Assessment to identify the required financial reserves that need to be retained. Following member feedback through a survey in March 2016, an investment strategy (which commenced in 2016-17) is articulated together with the accompanying financial implications. Note that this plan sets out the strategic direction; it is not intended to be a detailed implementation plan. In 2017, significant investments commenced in the areas of further Special Interest Groups, formal Education & Training and extended practical Workshops. These continued in 2018 with the addition of even more Training Events. This plan will be distributed to the membership on an annual basis (along with the formal accounts) and member feedback will be incorporated and, where necessary, approved at the AGM.

Review of 2017-18 Fiscal Year

In the last fiscal year, the Society continued the policy of investments for the benefits of members, drawing on the Society reserves for funding. A significant (100%) rise in the cost of renting the Discovery Centre Presentation Hall was implemented by Hampshire County Council in January 2018 (4 months later than originally planned) for which the Society had prepared for. An overall operating deficit of £2421 was predicted; however a surplus of £312 was achieved. Further analysis of the figures suggests that the deviations from plan were driven by the late implementation of our room rental rise, some unused investment and contingency items and lower than expected expenses in Lecturers and Catering.

Changes from 2016-17 Business Plan

The Committee carried out a major review of the Strengths, Weaknesses, Opportunities and Threats Table together with the consequent implications and action plan (on pages 6-12).

A further 32% increase in our rental rate for our Discovery Centre meetings from September 2018 (on top of the 100% implemented in January 2018) has changed our investment priorities. Funds will be used from 2018-19 to 2021-22 to "smooth out" the impact on our Members.

An increase in our available funds has delayed the overall financial target set out in this Business Plan (Page 16) from 2020/21 (as set out last year) to a target in the mid 2020's.

Introduction

Although Winchester Photographic Society is a non-profit-making Members' Society - not a Business - this "Business Plan" summarises the future strategy and plans for the Society together with a financial outlook.

The aims and objectives of the Society, as defined in the Constitution, are the promotion, encouragement and enjoyment of all branches of photography through meetings, lecture, workshops and other activities aiding Member advancement, and to hold an Annual Exhibition.

This plan maps the strategic direction and operating plans for the society over the next four years articulating the actions planned to increase value for our members and address any surplus or deficit in our financial position. The plan summarises the activities of the Society in meeting the aims & objectives of the Society and identifies opportunities for improvement through:

- Enhancements to existing activities,
- Investment in new types of activity,
- Acquisition of assets to support such improvement.

As per our Constitution, the aims and objectives of the Society are the promotion, encouragement and enjoyment of all branches of photography through meetings, lectures, workshops and other activities aiding Member advancement, and to hold an Annual Exhibition.

Please note that since the last update of the Constitution, the Society now hosts a second exhibition which has national accreditation.

The management of the Society is the responsibility of the elected Committee which comprises three Officers (the President, the Secretary and the Treasurer) and other Members representing major sub-sections of the Society and the Membership. The Committee has delegated powers to deal with and decide upon all matters not covered by the Constitution and may establish Sub Committees as it deems necessary. Leaders are also in place outside of the committee to run certain Society sub-sections.

The Society ended the 2017/18 fiscal year with a membership of 198. A Waiting List is managed by the Treasurer for people still wishing to join the Society. The current (31/03/18) Waiting List stands at 32, with the longest current waiting time being 7 months.

At the start of the season 2016/17, 28 members did not re-join (roughly in line with previous years), although their places were filled immediately from the waiting list. Approximately 50% of the leavers had been Society members for 2 years or under. The vast majority of leavers cited “other commitments” as their rationale, in line with previous years.

Membership subscription rates are proposed by the Treasurer and set at the AGM. Part-season discounted membership rates, when available, are set at the discretion of the Treasurer.

Analysis of Current Society Position

Summary of Current Financial Position

The Society is currently in a very strong financial position. Appendix 3 outlines the trend of our accumulated funds over the last ten years and shows that the Society has made a significant surplus in recent years. Currently, the cash reserves that we have (in our bank and building society) stand at £18,413.

The latest Income & Expense Report is outlined in Appendix 1. Our prime income driver is the Membership Subscriptions, driven by the number of members and the annual rate set at the AGM. The annual rate had been frozen for five consecutive years before the season rise (to address the significant DC rental rise). Membership numbers have risen from 161 to ~200 over the same period. This year’s Winchester National Exhibition gave us a surplus of £1677. In relative terms, there are no other significant factors that drive the overall Society income.

The Society's expenses are generally quite predictable. We now have a new contract for the Discovery Centre Room rental, with an annual review committed by Hampshire County Council every April. Hiring costs for Littleton have been stable in recent years. The significant factors under the Society's control are the costs of visiting speakers, workshops and training, and miscellaneous expenses.

The annual Print Exhibition also represents an investment for the Society as it is our best opportunity for members to show their work to a wider audience. Amortisation costs for the Exhibition Software were fully paid off on 31st March 2018.

The latest Balance Sheet – see Appendix 2 - shows that our Accumulated Fund has reached £26,339 - of which £18,413 is represented by accessible cash in bank and building society accounts. Assets purchased by the Society are not charged completely in the year of purchase. Their costs are spread over several years and are shown in the Balance Sheet as a "Depreciation" figure. The "Net Book Value" on the Asset Registry represents the outstanding amount still to be depreciated. Our Assets are not insured, hence Reserves are necessary to fund any required replacement.

Typically, the assets are split into two types:

1. Equipment: consisting of capital items required to operate the Society,
2. Trophies: our exhibition & competition trophies either held by officials or by the trophy winners. Note that 4 of our trophies are solid silver and hence quite valuable. Should these be lost or stolen, it is very unlikely that the Society would replace them with similar valued items.

As already mentioned the Society is in a strong financial position. Significant reserves do exist and the Risk Analysis below identifies the target level that the Society will aim to hold the reserves at. Despite the forthcoming rental expense increase, the Society will continue to invest in further benefits to improve the benefits offered to members.

Known Changes for the Next Fiscal Year

From a financial viewpoint, the following items are factored into our plans for next year:

- The full effect of the 100% increase of our rental fees for the Discovery Centre (DC) in January 2018 comes into effect this fiscal year.
- A further 32% rise in the DC rental will be imposed from September 2018. Hampshire County Council claim that this will be the last significant rise.
- The DC rental increases over the last two years are phased in with Subscription rises over three years. Surplus Reserves will be used to cover the inevitable financial deficit that the Society will experience.
- After a "steady state" is reached in 2021/22, Subscription Fee rises will, in principle, be proportionally linked to any increase in the DC rental fees.
- Other I&E adjustments are planned in a phased approach with the target of income and expenditure being balanced by the mid 2020's. In the meantime surplus reserves will be used as required to cover the resulting deficits up to that target date.
- Approval will be sought at the AGM to raise Subscription Fees, as per Appendix 4.

Strengths, Weaknesses, Opportunities & Threats (SWOT)

SWOT Summary Table:

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Extremely wide range of activities 2. High membership numbers & Demand (Waiting List) 3. Large Reserves (for Opportunity Investment and Threat Mitigation) 4. High quality and quantity of members' work (exemplified by SCPF League success) 5. Excellent venues (DC & Littleton) 6. Programme & Speaker variety and high quality 7. Communications through Newsletter, Handbook, FaceBook, WebSite, Society Desk, Scrolling Interval Notices 8. Strong exhibitions (print & projected) 9. Committee & Leaders: commitment & time dedication 10. Recent LRPS and ARPS awards to members 	<ol style="list-style-type: none"> 1. Not enough individual members are involved in running the society (90% work done by 10% members); Lack of volunteers 2. Inadequate Succession Planning 3. Poor "job sharing" in operational roles. Too many "Single Points of Failure" as key positions are dominated by few people 4. Very "traditional" in approach 5. 'Club' judging - judges too conditioned to Federation style, not free thinking 6. Poor (& worsening) storage facilities 7. WNE timing not optimal 8. High Membership Turnover Rate (15% pa) 9. Too many Competition Entries to allow adequate feedback 10. Very few young members
Opportunities	Threats
<ol style="list-style-type: none"> 1. Even more high profile speakers (Continual improvement focus). 2. Non Federation judges for certain competitions 3. Continued on-line communications improvements (incl. Web site, broader Social Media) 4. Greater community involvement (promote centre of photographic excellence; involvement in external activities) 5. Greater Business involvement (sponsorship, promotions, commissions) 6. Directory of services individual members can offer to other members (paid for and free) 7. Subject Mentors (e.g. Nikon, Lightroom, Studio, Printing ...) 8. More equipment for hire to members 9. Arrangement with local studio for studio hire 	<ol style="list-style-type: none"> 1. Get too big and/or unfriendly; cliques 2. Loss of DC 3. Loss of Littleton 4. Loss of City Space for exhibition 5. Further large rise in DC (or Littleton) rent 6. Pressure on seating & interval refreshments comfort and efficiency 7. Major calamity in one or more uninsured asset (e.g. projector out of warranty) 8. Loss of Support from PhotoEx Provider 9. External Web site issues including Systems Upgrades or sabotage attempt 10. Undermining commentary on Social Media

SWOT Analysis:

1. Strengths Analysis:

By definition, “Strengths” are something that the Society can be proud of. No further action is planned in this Business Plan for our “Strengths” although the Committee will review & update them on an annual basis to avoid any complacency.

2. Opportunities Analysis:

Typically “Opportunities” cover areas that the Society is not undertaking at the moment, or only partially undertaking. This section identifies the investments that the Society *could* take in order to make improvements for the membership. Table 1 on page 8 summarises the Opportunities from the SWOT and identified potential future investments. Note that, by its nature, not all items in a Opportunities List will be enacted upon.

3. Weaknesses Analysis:

Typically “Weaknesses” cover areas that the Society has control over and could/should do better. This section identifies the actions that the Society could take in order to address these areas. Table 2 on page yy summarises the Weaknesses from the SWOT and identified potential future actions.

4. Threats Analysis:

In general (although not exclusively), “Threats” are external risks that may threaten the Society. A mitigation strategy is required for each risk which may involve setting asides some funds if the risk comes to fruition. Table 3 on page yy summarises the analysis & plans.

Table 1: Opportunity Analysis

#	Opportunity	Investment Potential	Action?
1	Improved Speakers	Treasurer will agree a budget each year with the Programme Secretary in line with the Society financial outlook to achieve this goal. Committee could be more proactive in setting goals for Programme	1
2	Non-Federation Judges	Non SCPF judges such as the BPE judges for the WNE have a strong bias towards post processing. Not everybody's cup of tea. Consider experimenting on one of our (non-league) competitions.	2
3	On-line Communications	Continued encouragement of the use of our internal Facebook group. Continued weekly newsletter. Investigate any improvement opportunities in website usage.	3
4	Greater Community Involvement	Although attractive, it is unlikely that there would be sufficient volunteers available. Recent involvement at Littleton & Winchester hospital curtailed for that reason. Opportunities will be reviewed by the committee when they rise and resources / volunteers allow.	
5	Greater Business Involvement	Investigate interest of local businesses (London Camera Exchange, Lee Filers, ...) to run a workshop demonstrating the latest cameras/equipment and their relative merits. Expand Exhibition Catalogue sponsorship further. It is recognised that this may be very challenging in the current economic environment.	4,5
6	Member Services	Could be added to the web site under the 'Information' tab. If adopted should this be purely photography related	6
7	Subject Mentors	Low priority. No action planned unless requested by membership.	
8	Equipment for Hire	None yet identified. Consider polling the membership. Care needed regarding storage challenges.	7
9	Studio Hire	Determine demand & investigate any special arrangement with local studios, e.g.: <ul style="list-style-type: none"> • Hive Studio Chandlers Ford http://www.hivestudios.co.uk/ £120/day • Round House Pictures, Southampton https://roundhousepictures.co.uk/studio/ £150 weekday /£180 weekend day 	8

Table 2: Weaknesses Analysis

#	Weakness	Mitigation Strategy	Action?
1	Poor Member Involvement	Conduct Voluntary "Willing" Skills audit of members. Improve Job Descriptions of key roles. Improve communication to members regarding severity of risk to Society.	13, 16
2	Very little Succession Planning	Establish credible Succession Plan annually reviewed.	15, 16
3	Poor Job Sharing activities	Conduct Voluntary Skills audit of members. Improve Job Descriptions of key roles.	13, 16
4	Society very "traditional"	Programme Secretary to continually focus on Programme Diversity as well as Quality	
5	"Club/Federation" Judging focus	Consider experiment with non-Federation Judge for one competition evening	2
6	Limited Storage Facilities	Disposal of some older unused equipment & volunteer storage from members	
7	Inconvenient Timing of WNE	Review realistic alternative options & decide on any necessary action	18
8	Potentially High Turnover (~15%)	Continue to poll, analyse & review Leaver Rationale annually. Not considered a critical problem with our high waiting list.	
9	High Competition Entry limits Judge feedback	Review realistic alternative options	17
10	Very few young members	Improve Vibrancy & Attractiveness of our online presence (particularly External Facebook Page and Website Homepage. Other Social Media opportunities?	3

Table 3: Threats Analysis

#	Threat	Likelihood / Impact	Financial Implication	Mitigation
1	Unfriendly / Cliques	L / L	£0	Well-established Processes for New Members which committee will review every summer. Every Committee member is also expected to “mingle” where appropriate during Tuesday intervals.
2	Loss of DC room	L / H	Current (2018-19) annual rate: £8273. Assume 25% increase for alternative: £2068 pa.	We foresee two scenarios that might cause us to leave 1. One of our members uses Social Media to abuse the organisation, facility or employee(s). 2. The fees go so high that we cannot continue
3	Loss of Littleton	L / M	Alternative may double our excellent rate: £2000pa	In number 1, committee members continue to review postings & any breach would be a break of the Constitution which may result in membership termination. For 2 we rely on the Treasurer to negotiate or to seek alternative venues in the worst case. Current Back-up locations include Ashburton Hall, the Guildhall, and South Wonston meeting room.
4	Loss of Exhibition City Space	M / M	Alternative (@ £400/day): £8,400pa	The most likely scenario is that visitor footfall numbers decrease making our presence unattractive. We should consider investing some effort and/or money into promoting our annual exhibition (paid advertising, posters, improved DC involvement).
5	Further Severe Rental Rises	L / H	Covered by 2 & 3 above	If fees are non-negotiable so we can only mitigate through a rise in membership fees. If continued high prices prevail, then an alternative location would be sought, but there is no evidence of that yet. Consider reviewing alternative options to improve mitigation alternatives.
6	Seating / Refreshment pressures	L / M	£0	Continual committee review of potential pressures with a reset of the membership cap if appropriate. With a loss of ~30 members each summer, this should be readily achievable.
7a	Major Asset loss (Equipment)	M / L	Replacement value of all equipment: £19,170. Assume calamity hits 25%: ~£4,793	Ensure funds available in Society Reserves to cover all realistic risks.
7b	Major Asset loss (Trophies)	M / L	Total loss: £1800, assuming alternatives for solid silver	Ensure funds available in Society Reserves to cover all realistic risks. Solid Silver trophies would be replaced with more viable alternatives.
8	Loss of PhotoEx s/w Support	L / M	Alternative cost: £2000	Research & purchase one of the alternatives on the market.
9	Web Site Issues outside our control	M / H	Extra investment in Joomla Templates & Plug-ins (£500)	Ensure high quality web infrastructure skills deployed.
10	Undermining Social Commentary	M / H	£0	Responsibility of Society Facebook administrators to monitor post. Excessive instance of threat would be a breach of the Constitution & membership termination would be considered.

SWOT Conclusions & Prioritised and Funded Actions for 2018/19:

SWOT Conclusions

The Committee have the firm belief that the Society is one of the strongest in the Federation offering a broad range of activities for its members. The establishment of this Business Plan in recent years has been a useful vehicle for confirming this belief, but also for identifying areas of weakness, opportunity, risk management & improvement. In the last few years, increased member benefits have happened as a direct result of work on this plan. In addition, the Society has been in the position to comfortably handle unexpected events including a significant rent rise in December 2017. From the SWOT Analysis, an Action Plan and a Financial Mitigation Plan are set out below. A new Members' Survey is being planned for 2018-19 (the last one took place in March 2016).

SWOT Action Plan 2018-19

There is no room for complacency, however, and *as well as previous year's actions*, specific actions have been identified from the **Weaknesses & Opportunities** section of the SWOT review:

#	Action	Owner	Target
1	Establish Annual Review of Programme Budget & Committee should set Programme goals	Programme Secretary	June 2018
2	Engage non-Federation Judge for one non-league competition	Competition Secretary	June 2018
3	Investigate Website Usage improvements. Improve Vibrancy of External Facebook Page & Web Home Page. Broaden contributions to weekly newsletter. Increase focus on Facebook "picture of the month".	Communications Secretary & Web Architect	Sept 2018
4	Contact local photographic business for workshop opportunities	Workshops Leader	Dec 2018
5	Contact local businesses for further Exhibition Catalogue sponsorship	Exhibition Secretaries	Feb 2019
6	Establish "Member Services" Directory on Website. Poll Members for interest	Survey Leader	Mar 2019
7	Identify Equipment Hire Member Benefit. Poll Members	Survey Leader	Mar 2019
8	Determine demand for relationship with local studio. Poll Members	Survey Leader	Mar 2019
9	Increase promotion of Annual Print Exhibition	Print Exhibition Secretary	Feb 2019
10	Review & Communicate Social Media policies	Communications Secretary	Dec 2018
11	Establish Annual meeting with appropriate DC management regarding facilities & contract	Treasurer	Jun 2018
12	Ensure back-ups in place for critical Society positions	VP	Dec 2018
13	Conduct voluntary membership skills survey. Communicate severity of potential problem to Members. Use Survey.	Communications Secretary	Mar 2019
14	Research alternative Exhibition Software	Chris Gillard	Dec 2018

15	Establish & Annually Review a Succession Plan for key Leaders	VP	Dec 2018
16	Update Key Job Descriptions at least 12 months before election date (Priority: IT Secretary / Web Architect, Treasurer & Membership Secy. and Communications Secy.)	VP	Sep 2018
17	Review options if Judging time at competitions becomes more challenging as entries increase	Competition Secretary	Dec 2018
18	Review options for changing timing of WNE	WNE Exhibition Secy.	Dec 2018
19	Trial DC Technician to improve DC technical issues	Treasurer	Sep 2018
20	Instigate piece of work to visualise the shape of the Society in our Centenary year of 2023	President	Dec 2018
21	Instigate piece of work to evaluate alternative prime meeting locations before 2019 DC Contract Review	Secretary	Dec 2018

SWOT Financial Mitigation Plan 2018-19

Table 3 identifies the financial implications of some of the identified **Threats** coming to fruition.

Setting aside Reserves to cover 100% of these risks would imply an unrealistic and impractical sum of £x. A more realistic strategy is to set aside funds according to the following Impact/Likelihood matrix:

		Likelihood		
		L	M	H
Impact	L	10%	20%	40%
	M	20%	40%	60%
	H	40%	60%	80%

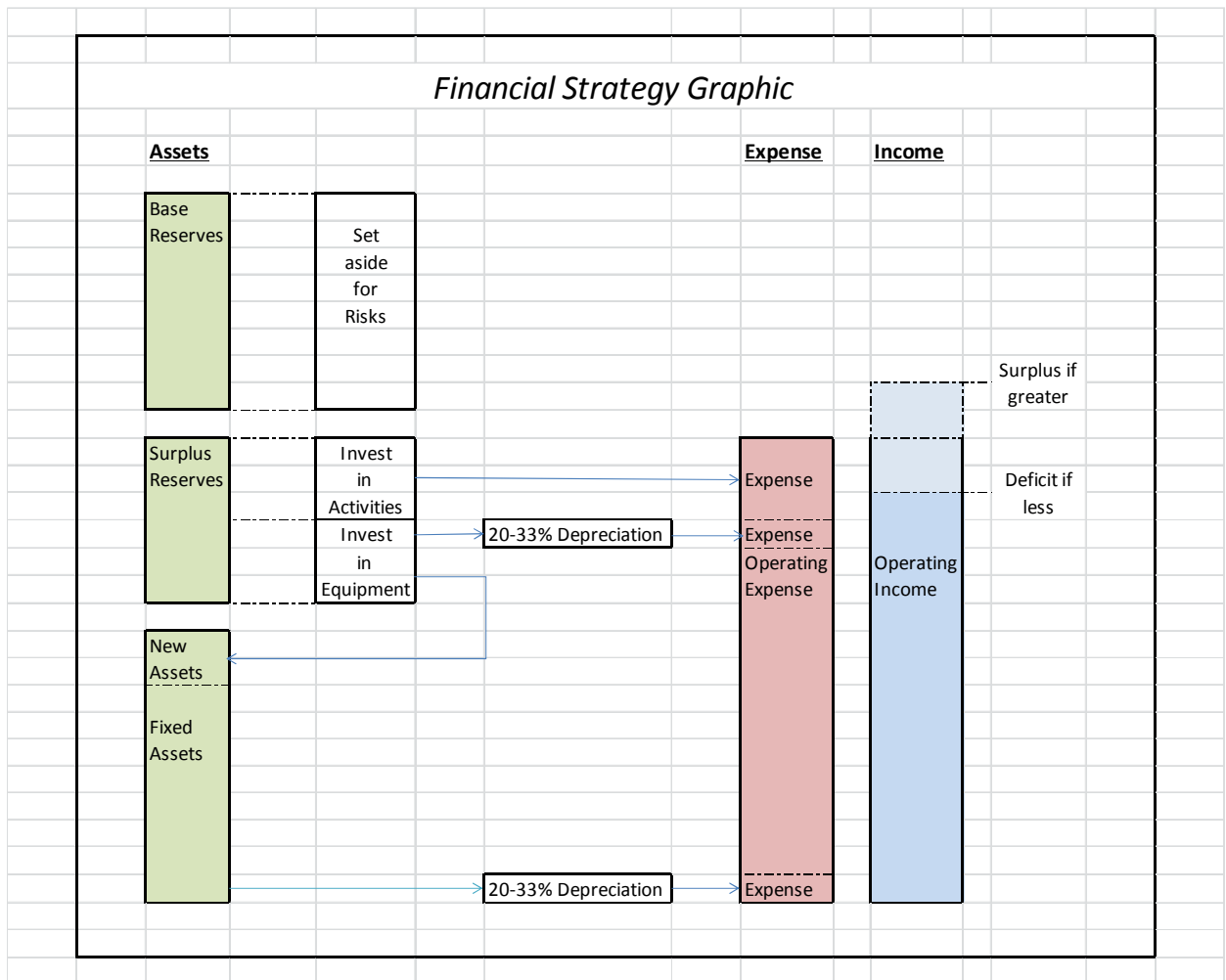
Using the table above, this would equate to Reserves being required for the Threats on page 10 as per the table below. In addition, for the purposes of caution, a 20% contingency figure is added to this sum, meaning that the Society should have Reserves set aside to deal with our Risks to the value of £6,904.

#	Threat	Likelihood / Impact	% Factor	Base £	Reserve £
2	DC loss/rise	H / H	80%	£2068	£1654
3	Littleton loss/rise	L / M	20%	£2000	£400
4	Exhibition loss	L / M	20%	£8400	£1680
7a	Equipment loss	M / L	20%	£4793	£959
7b	Trophy loss	M / L	20%	£1800	£360
8	PhotoEx loss	L / M	20%	£2000	£400
9	Web issues	M / H	60%	£500	£300
	Sub Total				£5753
	Contingency		20%		£1151
	Total (Base Reserves)				£6904

Society Financial Strategy

As a non-profit making organisation, it can be argued that the recent trend of significant surpluses being made by the Society means that there is an imbalance between our Income & Expenditure. Whilst not as serious as a potential sequence of losses, the situation does require addressing and is one of the drivers behind the creation of this Business Plan. Our Financial Strategy to implement this Business Plan can be summarised as follows:

- Set a level of Reserves to deal with risks that the Society may face. The Risk Assessment section of this document addresses this item. This sum will be referred to as the Society's "Base Reserves".
- Identify and Quantify the amount of liquid assets (Cash, Bank, Building Society & PayPal accounts) that the Society holds in excess of the Base Reserves. This sum will be referred to as the Society's "Surplus Reserves".
- To contribute to reducing these Surplus reserves, invest in specific Opportunities defined in both this Business Plan and previous years' Business Plans. Currently, these are specifically identified as:
 1. Programme improvements in terms of Lecturer quality
 2. Continue the expanded Workshops programme
 3. Continue the newly established Training programme.
- This strategy will phase subscription increases over several years to deal with the increase in DC Rental whilst reducing the subsidisation in member benefits so that income/expenditure balance is achieved in the future. This results in operating deficits over the period that will eliminate the Surplus Reserves.
- Aim for Break-even I&E in the following areas:
 1. Accumulation of all Special Interest Groups
 2. Catering
- Clear communications to the Society will be important. In the short term, drawing on our Reserves means that the Society will incur an annual financial loss. The rationale must be explained to avoid any concerns that members may have.



Current Status of Reserves

Accumulated Funds	£26,339
Subset which is Liquid Assets (Cash, Bank, etc.)	£18,413
Base Reserves for Risk Mitigation	£6,904
Surplus Reserves	£11,509

The above table indicates that the Society is in the position to safely invest in activities to benefit our members by drawing on £11,509 from our Reserves, over a specific period of time.

Society Business Strategy

As set out above, our Financial Strategy sets out the intention to eliminate our Surplus Reserves over time. An investment stream spread over several years is the only realistic method of executing this. This Business Plan sets out an intention to carry this out with a view of eliminating the surplus by the mid 2020's.

The Business Strategy that accompanies this Financial Strategy can be summarised as follows:

- Ensure the provision of high quality up-to-date assets, including back-up systems to support the aims of the Society.
- Provide a very high quality attractive & varied programme and set of associated activities for the benefit of the membership.
- Strive for excellent quality external speakers in our programme.
- Manage the Membership Cap of the Society taking into consideration all necessary factors, particularly the attendance levels for the current membership. The membership cap is currently set by the Committee at 200 and will remain at this level for 2018-19.
- Offer a welcoming and friendly environment so that both current and new members enjoy the experience of membership.

The major levers that can be “pulled” that are under our control are:

- Membership Cap
- Membership Fees
- Quality & Costs of main Programme
- Extra-curricular Fees & Subsidies
- Winchester National Exhibition continuation & promotion

Financial Plan and Forecast

Winchester Photographic Society Budget & Forecast									
	Completed Year		Budget	Forecast					
	2017-18		2018-19	2019-20	2020-21	2021-22	2022-23	Assumption	
	Actual	Budget							
Membership									
	Number (@ YE)	198	200	200	200	200	200	200	Flat
	Individual Subs	£68	£68	£75	£82	£91	£97	£101	Manually set until 21/22 then proportionally linked to DC rent
				10.0%	10.0%	10.0%	7.0%	4.0%	
	Subs per Member	£63	£62	£70	£76	£84	£90	£94	
Lectures									
	Lecturers	-£621	-£750	-£750	-£788	-£827	-£868	-£912	5% increase (Investment)
	Spring / Autumn Lecture	£30	£0	£0	£0	£0	£0	£0	Break even target
	Ticketed Events	-£871	-£1,000	-£915	-£960	-£1,008	-£1,059	-£1,112	5% increase (Investment)
	WPS Visitors	£224	£160	£200	£200	£200	£200	£200	Flat
	Subtotal	-£1,238	-£1,590	-£1,465	-£1,548	-£1,635	-£1,727	-£1,823	
Programme									
	Subscriptions	£12,514	£12,320	£12,640	£15,295	£16,824	£18,002	£18,722	As above
	Discovery Centre	-£4,320	-£5,355	-£8,273	-£8,686	-£9,121	-£9,577	-£10,056	Assumption post 2018/19: 5%
£15	DC Technician (50% proposal)	£0	£0	-£252	-£699	-£734	-£771	-£810	5% inflation
	Judges	-£499	-£550	-£509	-£519	-£530	-£540	-£551	2% inflation
	Handbook	-£800	-£200	-£800	-£816	-£832	-£849	-£866	2% inflation
	Other Programme Expense	-£284	-£375	-£290	-£295	-£301	-£307	-£314	2% inflation
	Subtotal	£6,611	£5,840	£2,517	£4,279	£5,306	£5,958	£6,127	
Extra-Curricular									
	Special Interest Groups	£54	£0	£0	£0	£0	£0	£0	Break even target
	Training	-£1,080	-£1,200	-£1,200	-£1,100	-£1,000	-£800	-£750	Phase back subsidies
	Workshops	-£1,010	-£1,200	-£1,200	-£1,200	-£1,100	-£1,000	-£750	Phase back subsidies
	Outings & Social	£0	-£200	£0	£0	£0	£0	£0	Remove
	Contingency Budget	£0	-£800	£0	£0	£0	£0	£0	Remove
	Subtotal	-£2,036	-£3,400	-£2,400	-£2,300	-£2,100	-£1,800	-£1,500	
Exhibitions									
	Print Exhibition 2017	-£626	-£250	-£500	-£500	-£500	-£500	-£500	PhotoEx paid for
	WNE 2017	£1,677	£1,300	£1,500	£1,500	£1,500	£1,500	£1,500	PhotoEx paid for
	Subtotal	£1,051	£1,050	£1,000	£1,000	£1,000	£1,000	£1,000	
Other									
	Catering Net	£132	-£200	£0	£0	£0	£0	£0	Break even target
	Fees (PayPal, SCPF, PLI, Website)	-£1,057	-£1,000	-£1,089	-£1,121	-£1,155	-£1,190	-£1,225	3% inflation
	Miscellaneous Expense	-£959	-£800	-£988	-£1,017	-£1,048	-£1,079	-£1,112	3% inflation
	Asset Depreciation & Expense	-£2,243	-£2,400	-£2,250	-£2,250	-£2,250	-£2,250	-£2,250	Continued investment
	Interest	£51	£79	£50	£40	£35	£30	£25	Decreasing with Surplus
	Subtotal	-£4,076	-£4,321	-£4,276	-£4,349	-£4,418	-£4,489	-£4,562	
	Overall Surplus / Deficit	£312	-£2,421	-£4,624	-£2,918	-£1,847	-£1,058	-£759	Head towards Zero
Balance Sheet									
	Accumulated Fund	£26,339							
	Non-Cash Assets	£7,926							
	Liquid Assets (Money) Available	£18,413							
	Reserved for Risks	£6,904							
	Surplus Reserves Remaining	£11,509		£6,885	£3,966	£2,119	£1,061	£303	Target Zero over time

This forecast indicates that the target values of zero for Surplus/Deficit and for Surplus Reserves will be achieved in 2025/26.

Summary

This Business Plan sets the strategic direction of the Society over the next 3-4 years. The Society is in the fortunate position of being financially very strong, with more Reserves available than the Society actually require. Whilst on the face of it quite attractive, having a large amount of money in the bank does not directly benefit our members.

The Society will continue investment in extensions to our programme though ever-improving lecturer quality, the subsidised Education/Training programme, subsidised Workshops and the organisation of more Social/Outings activities.

The Society has to deal with very significant rental rises for our main premises of 100% in 2017-18 & a proposed 32% in 2018-19. Surplus Reserves will help to smooth the impact on members; however the ongoing nature of the new fees means that they have to be passed on in the way of increased Subscription fees. Significant rises will hence take place from 2018-19 to 2021-22 before being proportionally linked to further rises to (hopefully) more reasonable inflationary rises after this time.

A membership survey will be carried out again in 2018/19 to ensure that the committee is aware of the views of the membership on various aspects of the Society's programme, activities and benefits.

Funding this investment cannot come from our annual income stream alone, so a controlled quantity of our Reserves will be drawn upon. From an Accounting viewpoint, this means that the Society will incur an operating deficit for a period of time. This is fully intentional and will be explained in advance at each AGM.

A significant deficit is predicted for a period of years as the Society draws on Surplus Reserves for fund our investments. The long term target remains to balance our Income & Expense and stabilise the Reserves Fund at a more appropriate level. This plan sets out a method of achieving this goal by the mid-2020's.

We expect that the activities & investments in this plan will improve the fundamental aims and objectives of Winchester Photographic Society: the promotion, encouragement and enjoyment of all branches of photography.

Appendices

1. Latest Income and Expense Report (from Annual Accounts)

WINCHESTER PHOTOGRAPHIC SOCIETY						
SIMPLIFIED VIEW - I&E - 31st March 2018						
	2017-18				2016-17	Notes
	Income	Expense	Net	Budget		
Lectures						
Standard Lecturers		£ 620.90	-£ 620.90		-£ 1,121.00	
Spring or Autumn Lecture	£ 630.00	£ 600.00	£ 30.00	-£ 1,750	£ 194.20	
Ticketed Lectures	£ 147.50	£ 1,018.50	-£ 871.00		£ 83.00	
WPS Visitors	£ 224.00		£ 224.00	£ 160	£ 160.00	
			-£ 1,237.90	-£ 1,590	-£ 683.80	
Programme						
Subscriptions	£ 12,514.00		£ 12,514.00	£ 12,320	£ 10,653.00	
Judges		£ 498.50	-£ 498.50	-£ 550	-£ 550.50	
Discovery Centre		£ 4,320.00	-£ 4,320.00	-£ 5,355	-£ 3,960.00	DC Rental Rise applied later than plan
Handbook		£ 800.00	-£ 800.00		-£ 280.00	Significant Improvements implemented
Competition Expense		£ 166.75	-£ 166.75	-£ 575	-£ 165.00	
Other Room Hiring		£ 117.50	-£ 117.50		-£ 112.50	
			£ 6,611.25	£ 5,840	£ 5,585.00	
Extra-Curricular Meetings						
AV Group	£ 10.00	£ 22.50	-£ 12.50		-£ 24.50	
Beginners Group	£ 148.00	£ 203.00	-£ 55.00		-£ 40.00	
Distinctions Group	£ 229.00	£ 155.35	£ 73.65		-£ 4.50	
Enhanced Reality	£ 64.00	£ 117.50	-£ 53.50	£ -	£ 11.35	
SmartPhone Group	£ 134.00	£ 123.50	£ 10.50		£ -	
Improvers Group	£ 258.00	£ 189.71	£ 68.29		£ -	
Panels Group	£ 195.00	£ 172.42	£ 22.58		-£ 80.69	
Training	£ 1,407.00	£ 2,487.40	-£ 1,080.40	-£ 1,200	-£ 1,110.50	Well managed Investment
Workshops	£ 1,403.25	£ 2,413.09	-£ 1,009.84	-£ 1,200	-£ 331.26	Well managed Investment
Outings & Social	£ -	£ -	£ -	-£ 200	£ -	£200 unused
Contingency Budget	£ -	£ -	£ -	-£ 800	£ -	£800 contingency unused
			-£ 2,036.22	-£ 3,400	-£ 1,580.10	
Print Exhibition 2017						2017 Exhibition contained in these accounts
Exhibition 2017 Income	£ 1,463.52		£ 1,463.52		£ 1,937.10	
Exhibition 2017 Expense		£ 1,839.49	-£ 1,839.49		-£ 1,945.55	
Software Apportionment		£ 250.00	-£ 250.00		-£ 250.00	£2000 over 4 years (ends 2017-18)
			-£ 625.97	-£ 250	-£ 258.45	
PDI Exhibition 2017						
WNE 2017 Income	£ 5,634.00		£ 5,634.00		£ 5,258.50	
WNE 2017 Expense		£ 3,707.20	-£ 3,707.20		-£ 3,667.41	
Software Apportionment		£ 250.00	-£ 250.00		-£ 250.00	£2000 over 4 years (ends 2017-18)
			£ 1,676.80	£ 1,300	£ 1,341.09	
Catering						
Tea & Coffee	£ 1,369.38	£ 496.00	£ 873.38		£ 1,229.33	"Normal" Tuesdays
Other Catering		£ 741.28	-£ 741.28		-£ 1,410.87	"Wine & Nibbles" Tuesdays
			£ 132.10	-£ 200	-£ 181.54	
Miscellaneous						
Miscellaneous Income	£ 22.00		£ 22.00		£ 472.00	
Fees		£ 1,057.00	-£ 1,057.00		-£ 1,000.42	
Office Supplies		£ 136.32	-£ 136.32		-£ 132.50	
Miscellaneous Expense		£ 845.08	-£ 845.08		-£ 1,520.41	
			-£ 2,016.40	-£ 1,800	-£ 2,181.33	
Fixed Assets						
Depreciation		£ 2,095.00	-£ 2,095.00		-£ 2,358.00	Excludes PhotoEx (presented under Exhibitions)
Fixed Asset Expenses		£ 147.91	-£ 147.91		£ -	
Fixed Asset Income	£ -		£ -		£ 39.00	
			-£ 2,242.91	-£ 2,400	-£ 2,319.00	
Interest Income	£ 50.94		£ 50.94	£ 79	£ 79.41	
SURPLUS/(DEFICIT) FOR THE PERIOD	£ 25,903.59	£ 25,591.90	£ 311.69	-£ 2,421	-£ 198.72	Surplus achieved against Planned Deficit of £2421

2. Latest Balance Sheet (from Annual Accounts)

WINCHESTER PHOTOGRAPHIC SOCIETY				
SIMPLIFIED VIEW - Balance Sheet - 31st March 2018				
			2016-17	Notes
<u>FIXED ASSETS</u>				
Trophies	£ 5,214.00		£ 5,265.00	
Equipment	£ 4,779.88		£ 6,702.05	Little new equipment
Exhibition Software	£ 500.00		£ 1,000.00	
Depreciation for the year	-£ 2,595.00		-£ 2,858.00	
<u>TOTAL FIXED ASSETS</u>		£ 7,898.88	£ 10,109.05	
<u>CURRENT ASSETS</u>				
Prepayments	£ 536.71		£ 603.61	2018/19 expenses
Creditor (Hall Bookings & Deposits)	£ 97.50			
Cash, PayPal, Bank & B.Soc. Accounts	£ 18,413.16		£ 15,469.47	
<u>TOTAL CURRENT ASSETS</u>		£ 19,047.37	£ 16,073.08	
<u>LESS CURRENT LIABILITIES</u>				
Accruals	£ 402.67		£ -	2018/19 income
Adjustment for 2018 Exhibition	£ 204.81		£ 155.05	Accrued into 2018/19
<u>TOTAL CURRENT LIABILITIES</u>		£ 607.48	£ 155.05	
<u>NET CURRENT ASSETS</u>		£ 18,439.89	£ 15,918.03	
<u>NET ASSETS</u>		£ 26,338.77	£ 26,027.08	
<u>REPRESENTED BY:</u>				
Accumulated Fund at 1 April 2017		£ 26,027.08	£ 26,225.80	
Surplus/(Deficit) for the year		£ 311.69	-£ 198.72	
Accumulated Fund c/f 31 March 2018		£ 26,338.77	£ 26,027.08	

3. Historic Membership & Key Financial Information

Year-End	Profit/(Loss)	Accumulated Fund	Membership	Subs
31/03/1985	£31.70	£6,874.87	95	£14.00
31/03/1986	-£38.12	£6,836.75	103	£14.00
31/03/1987	£194.42	£7,031.17	110	£15.00
31/03/1988	£136.37	£7,167.54	97	£16.00
31/03/1989	-£85.16	£7,082.38	107	£17.00
31/03/1990	£386.68	£7,469.06	112	£18.00
31/03/1991	-£316.00	£7,153.06	98	£19.00
31/03/1992	-£99.47	£7,053.37	89	£22.00
31/03/1993	£157.79	£7,211.17	103	£23.50
31/03/1994	£612.92	£7,824.10	99	£25.00
31/03/1995	£98.72	£7,922.82	92	£25.00
31/03/1996	-£254.39	£7,518.43	87	£25.00
31/03/1997	-£187.72	£7,330.71	86	£26.00
31/03/1998	£36.57	£7,367.28	83	£26.00
31/03/1999	-£70.71	£7,296.57	81	£26.00
31/03/2000	£92.93	£7,389.50	76	£26.00
31/03/2001	-£543.73	£6,854.77	74	£26.00
31/03/2002	-£233.68	£6,621.09	71	£28.00
31/03/2003	£923.47	£7,544.56	80	£28.00
31/03/2004	£408.37	£7,952.93	87	£28.00
31/03/2005	£1,220.45	£9,173.38	105	£30.00
31/03/2006	£5,162.87	£14,336.25	115	£30.00
31/03/2007	£238.67	£14,574.92	107	£30.00
31/03/2008	-£1,212.51	£13,362.41		£35.00
31/03/2009	-£413.61	£12,948.80		£40.00
31/03/2010	-£952.50	£11,996.30	137	£40.00
31/03/2011	-£245.43	£11,750.87	151	£45.00
31/03/2012	£1,710.02	£13,460.89	161	£55.00
31/03/2013	£5,123.26	£18,532.17	155	£60.00
31/03/2014	£2,072.49	£20,604.66	157	£60.00
31/03/2015	£2,220.35	£22,825.01	177	£60.00
31/03/2016	£3,400.79	£26,225.80	190	£60.00
31/03/2017	-£ 198.72	£ 26,027.08	196	£60.00
31/03/2018	£ 311.69	£ 26,338.77	198	£68.00

Please note that the YE2013 surplus figure contained a one-off adjustment of £2706 to address the re-valuation of our trophies. In the absence of such an adjustment, the surplus would have been £2417.