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**Annual Board Report**

**to the members of The Trojans Club Limited**

**November 2023**

A picture containing road

Description generated with very high confidence

This board report seeks to keep the members of The Trojans Club Limited (the owners) and other interested stakeholders informed about the club’s recent activity and its current level of wellbeing. It also looks to identify emerging issues & opportunities that will require our attention.

**Our Mission and Guiding Principles**

**Mission**

To be the leading community based, amateur, multi-sport club in the region.

**Guiding Principles**

We exist to help amateur sport to prosper and to nurture individual and team achievement.

We aim to increase participation in and improve personal experience of sport; while increasing friendships and facilitating a sense of belonging.

We aim to be independent, with our own fit for purpose facilities; which are self-sustaining because of our scale and most importantly our ability to work together across different sports **(My Sport, Our Club).** The Trojans clubhouse is a pivotal asset that ensures we are one club.

We believe our heritage is important but that it must not inhibit our core beliefs. Each generation of Trojans should leave a legacy for the next.

We are run by members but are open to all, ensuring we are an asset for the wider community.

**Presidents Message**

As Trojans we stand on the threshold of being able to celebrate our 150th year as a club. An amazing achievement and something we should all whole heartedly embrace in the year ahead. The fact we are able to enjoy what the club offers today is something present Trojans should thank previous generations for. It was their dedicated service on and off the field, their enterprise and belief in the future that has built our current foundation. It is however todays Trojans; that’s **us**, who have to enable the club to continue to develop and flourish.

Nothing stands still and we face our own particular challenges and opportunities. We face some big decisions and these are getting closer. At the AGM your directors will be recommending that you choose to lease some land on a long-term basis for a Padel tennis facility, sometime in the next year we hope to be asking you to approve a new clubhouse and its funding.

If you have not seen the plans, please take time to give them your full consideration. We have formal planning permission to proceed with these plans or something close to them. All it will take is the energy, commitment and resolve from enough members and friends of the club to become a reality quite soon.

The current operating environment for our club however remains challenging. In last year’s annual report, I flagged changing patterns of use, energy prices, inflation and the employment market as the key new issues we would need to keep a weather eye on. These factors needed to be added to the long-term issues we have to do with an ageing infrastructure in dire need of investment. Thankfully we have not suffered from any unforeseen rise in interest rates due to our current borrowing position.

With the above factors in mind, your Board of Directors set a central operating budget and forecast that would broadly break even. Again, seeking to ensure that the sections remain viable and able to make the necessary decisions about and investments in their sport.

Prior to formal accounts I can highlight that the clubhouse trading surplus was up on the previous year while keeping prices very competitive. That in line with the budget set, a marginal increase in income was received from certain rents and that Rugby and Cricket sections made a very helpful contribution towards grounds maintenance costs.

Expected receipts into the central account from membership subscriptions were however well short of budget expectations. As I write this is predominantly because the Hockey section are seeking to retain a significant sum for the Astro replacement fund. We are working through the detail as to whether it is appropriate and in the overall club’s best interest to agree with this request at this time.

Central operating costs were well managed and down from last year despite a massive increase in energy costs; however, they are slightly ahead of the budget set.

In setting next year’s budget for the provision of central operations we have already taken the decision to hold club subscription rates at last year’s level. (Sections can and do choose to set “participation levies/fees” which have in some cases increased). We will lose some income by not renting the flat (which is beyond economic repair) and by reducing external bookings of the playing facilities in order to ensure more Trojans activity on our home site. We are also looking into not passing on the VAT charge to sections for match teas.

I hope you find this board report of interest and that it stimulates you to get more actively involved in the workings and future of our/your great club

Can I conclude my report by thanking the countless volunteers who keep the show on the road; planning, organising, coaching, fundraising and sorting out problems as they occur. We should also thank our small team of employees for everything they make possible. In particular I would like to thank Carol Croucher who retired this year after many years of service. Can I also thank all our members for their continued support and patronage.

Yours in friendship and sport

Mike Watts

President & Chair of the Board of Directors

**Financial Summary**

**2021/22 Accounts**

The Trojans Club Limited’s financial year runs from September to August every year with externally prepared accounts being signed off by the board and submitted to Companies House by the May of the following year.

The last set of prepared full accounts, needs to be received and approved by members at the AGM. **These are for the financial year ended August 2022** and are attached to this report

By way of a summary to those accounts:

**2022 Accounts and Financial Review**

**Club Income Summary**

For the year to August 2022 the operations of the central club generated £ 499 of income. This was made up of:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **£000s** | **2019** | **2020** | **2021** | **2022** |
| Bar and catering | 172 | 132 | 72 | 208 |
| Club membership | 80 | 108 | 82 | 121 |
| Hire of facilities | 64 | 57 | 42 | 108 |
| Rental income | 36 | 16 | 21 | 23 |
| Government grants |  | 61 | 60 | 25 |
| Other income | 29 | 15 | 14 | 14 |
|  | **381** | **389** | **291** | **499** |

Notes:

* Bar takings and membership income recovered following the impact of Covid
* Hiring of facilities was significantly increased thanks to the return of Best Parties and better utilisation of Hardmoor

In addition to the income generated from the club central operations, each section also generates further income for their own benefit from additional surcharges on top of the club membership, from match fees, court/pitch hire and sponsorship. For year ended 2022 each section generated:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| £000s | **Hockey** | **Rugby** | **Squash** | **Cricket** |
| 2022 | **119** | **78** | **31** | **25** |

**Central club operation cost summary from accounts**

The main costs of the Club were the staff costs of running the bar and maintaining the clubhouse facilities year round.

The costs for the club are highlighted below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **£'000s** | **2019** | **2020** | **2021** | **2022** |
| Bar stock | 82 | 66 | 39 | 108 |
| Bar staff | 69 | 67 | 61 | 66 |
| Ground staff | 23 | 35 | 36 | 50 |
| Admin staff | 24 | 26 | 24 | 29 |
|  | **198** | **194** | **160** | **253** |
|  |  |  |  |  |
| Utilities | 47 | 39 | 53 | 61 |
| Club maintenance | 41 | 80 | 56 | 82 |
| Cleaning | 15 | 11 | 7 | 18 |
| Professional fees | 18 | 11 | 11 | 11 |
| Others | 30 | 29 | 38 | 125 |
| **Total costs** | **349** | **364** | **325** | **550** |

Notes

* Bar expenses increased in line with the increase in activity post-Covid
* Club maintenance costs were increased due to additional issues with the club’s roof and other upgrades, further illustrating the potential benefits of a new clubhouse
* Other costs includes and accounting adjustment in relation to the reconciliation of the Astroturf sinking fund

The sections also cover a number of costs themselves for the running of their section, such as coaching, league costs and acquiring kit specific for their sport.

Hockey and Squash keep hire costs of the Astro and Squash Courts to help fund maintenance and future replacement.

**Cash reserves**

As at 2022 the Astro fund account stood at £93k

As at 2022 the total cash reserves across the Club and the sections is c.£254k (up from £200k in 2021), inclusive of the Asto Fund

**Bank Accounts held**

Trojans currently maintain the following bank accounts:

* Club Current Account – Barclays Bank; used for all Central Club Operational income and payments
* Astro Hire Account – HSBC ; used for Astro Hire income and maintained to support the replacement of the AstroTurf and lights
* In addition, the sections have their own bank accounts

**Borrowing request approvals required in general meeting**

Nil (only those greater than £50k require full member approval)

**Accountants appointed for preparation 2022/23 Accounts**

HWB are appointed to prepare the 2023 Accounts.

Nigel Le Bas Finance Director

**Central Operations Report**

22/23 has again been a turbulent year in terms of the central operation of our club. A number of heating and hot water issues, cutting back on spend and putting in place other measures to reduce cost, whilst always seeking to maintain acceptable standards.

**Central Operations Performance against budget (rounded)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Budget set | Actual (pre accounts) | Variance |
| Clubhouse & Bar Income | £222k | £256k | £34k |
| Cost of Sales | £170k | £186K | £16k |
| Surplus | £52k | £70k | £18k |
|  |  |  |  |
| Running Costs | £307k | £313k | £6k |
| Other Central Income | £266k | £268k | £2k |
| Deficit | £41k | £45k | £4k |
|  |  |  |  |
| Central Operations Surplus | £11k | £25k | £12k |

\*NB not a full company P&L

Bar income increased in the year and overperformed budgeted expectations by c£34k. However, the cost of staff and stock was higher than forecast, to the tune of c£16k. Overall trading surplus was therefore c£18k better than budget. There has also been some valuable learning about purchasing and spending habits that can be taken into 23/24.

Unit costs for running the club have risen across the board, but especially in terms of electric, gas and water. Under advice we have set terms on all these bills that end in 2025. At that point we may be able to reduce costs. We have also made some major changes to the way we heat the club and the heat the water. Squash now pay separately for their heating and the system can be turned off and on in different areas. This is future ready, in terms of a new development.

We have also reduced administrative staffing costs, and this reduction will start to show in 2023/24 accounts. This has also been coupled by better use of technology for, banking, purchases and to arrange the club’s events. All events are on online calendars and a new website provider has been sourced that should see this whole club calendar shared soon with all members.

A central operational surplus was expected to be c£12k, but we achieved c£24k. This will be offset by other accounting requirements not within the budget shown above

**Operational highlights**

In the year we have made some changes to enhance the club for the member. This includes the opening of the coffee shop, leased to Steph, and appreciated by all of us on a cold afternoon.

We have invested time and resources in upgrading our facilities, this includes

* New boiler, new water vessel
* New Ladies Toilets (£7.5 k of Grants from the RFU which also included supply of sanitary products, dispensers and bins)
* New hot water piping to eliminate dead legs.

It is believed these enhancements will not be lost as consequence of a new clubhouse

In terms of member safety and accessibility we have

* New signs from the lane to the entrance
* Permanent hump markings, where we have a maintenance responsibility
* Progressed conversations with King Edward School re Football related parking and other maintenance issues to do with drive
* A full audit of risk assessments

We continue to look for partners and have last year increased income from the under-utilised parts of our site through

* AFC Stoneham
* Barton Peveril
* King Edward School
* Best Parties
* Hampshire rugby, cricket, squash and hockey

This has been better facilitated by our online calendar and booking procedure, along with a great deal of help from key members in the different sections.

Moving forward though we are looking to rent playing facilities less to external customers and make more use of our facilities by members. This will hopefully enable the sections to grow and or sustain a thriving membership base. It will however reduce hire income and may affect bar takings (like in the case of 5 a side football who on average have spent £500+ a week over the bar).

We have also reviewed all of our leases in line with agreements such as the mast

**Planning for the 23/24 central operations budget**

In setting the budgets for 2023/24 we have decided to hold club subs as they are, understanding the increases that people are seeing in other parts of their lives

We will however need to consider and understand the effects of income that previously covered central costs which include;

* Loss of football bookings Astro and Hardmoor (circa £20k bar takings)
* Reduced income from outside rental which also was funding hockey pitch replacement

**Bar & Catering Offer**

**What’s Changed & Why**

**What’s Changed**

The past year has focused on establishing a solid base ensuring bar and catering is able sustain its current service levels while building for the future.  We started the 22/23 winter season with a new Bar & Catering Manager and a great bar team to support him; we have however struggled to find the right kitchen staff which has impacted our capacity to meet all membership asks

On a brighter note, we have changed from Green King to Carlsberg as our draught beer supplier and have managed to keep all our pints under £5, which makes us one of the cheapest places to drink in Southampton.  And… we now have a 5-star rating for our kitchen!

We tried various ways increase the turnover of our bar meals during the week, however these failed to increase sales to a level where it wasn’t costing more to provide than was recoverable; the Muddy Boots outlet has therefore been asked provide all food available on site from Monday to Friday.  The kitchen will continue to offer its range of breakfast baps on Sunday mornings (selling up to 100 on a busy day), along with tea, coffee and ever popular cheesy chips.

Mike Dunford had announced he was leaving us to move abroad, but those plans have been put on indefinite hold, so we look forward to continuing to work with him as the bar and kitchen moves into its next phase.

**Challenges ahead and plans**

The bar and kitchen remain the focal point that creates the bond between all our sports and as such is committed to providing a welcoming environment for both members and visitors.  We continue to explore other income streams to meet the needs of our members, their teams and other users.  We will also be looking at some minor and economical improvements to the kitchen to enable us to better cater for larger events.

Staffing in the bar and kitchen is going through some changes.  With the exception of the manager, all our staff are part-time, and many are students; you will see some new faces in the bar and a completely new team in kitchen this winter, as we try to build more resilience in staffing levels.

Many of the opportunities we can take in planning ahead hinge on the development of the new clubhouse; and as such the project’s scope and timeframe will somewhat determine improvements for the bar & kitchen

We are making progress with a cross club “house” working group that will help better understand membership wants and needs and liaise with and through the bar & catering manager. Taking back to the membership the art of the possible and ensuring balanced representation of requirements.

Our aim for the bar and catering offer aim remains consistent.

*“Ensuring a warm welcome, good value & standards of hygiene and the necessary variety of “product” to increase member usage and attract others in non-core times”*

**Grounds Report**

Firstly a thank you to Dave and Tim who continue to look after our grounds to enable so many kids and adults to enjoy the sports they love.

The main developments on the grounds are that:

* we remain in consultation with the RFU on a grant to help us deliver as much sport as possible on grounds that are overused as the winter progresses
* a new costs allocation model was implemented through board leading to an agreed contribution from rugby and cricket sections towards the upkeep of the grounds
* In preparation for the proposed development of padel tennis on our grounds the containers by the cricket nets are in the process of being moved. Cricket nets will then be moved subject to member approval for the leasing the land at the AGM
* Commenced renegotiation of the contract for the mower and tractor to facilitate the work of the grounds team, both at Trojans and Hardmoor

**Future Development Report Clubhouse development**

The club has taken a very significant step forward with the granting of full planning permission from Test Valley Borough Council.

This was the culmination of a long process; engaging an architect through a tender process, development of a design which meets the clubs needs and reflects the requirements of Sport England and the national governing bodies of the sports that we work with.

Thank you to those who have commented and contributed to this

In addition, alongside the design for the clubhouse; the permission granted approval for 6 padel tennis courts, a sport which complements our core purpose and objectives, while also providing an ongoing and significant income.

Reflecting on the planning permission it is clear there is already a large groundswell of support for the development of a new clubhouse, and the padel courts.

It was also incredibly heartwarming to see the depth of support from members and others for the club and its activities. The comments about the club, and its impact on individuals and families is remarkable. It is well worth reading them if you spend time volunteering at the club, and occasionally ask why am I doing this.

The process followed also makes clear that whilst the club desperately needs a new clubhouse we must maintain the ethos, operation and feel of this locally unique club.

So, the next challenge is to find the best way to fund and then build the clubhouse.

Income from the Padel lease will be extremely useful in this respect

We are now working closely with the padel company to work through the conditions identified by the planning authority, all of which we believe are achievable, and to agree the lease.

The agreement for the lease, is something the directors believe should be approved by the membership. This will be an agenda item at the AGM.

In parallel with this, we have to revisit work already undertaken and double down on that .

We have to nail down the cost and process to build the new clubhouse, for which we have received a number of very serious offers of support.

We also need to identify the best way of generating the further funds required.

With this in mind we will be developing a process for generating financial support from members and their families, following on from the earlier survey which showed that there were significant opportunities to be achieved by following this approach.

Alongside this we will be seeking further grants, and fully exploring the possibility of loans and/or other investments.

So, there is still much to do.

However, given the evident strength of support for the club and its future , and a new income stream offered by padel, the new clubhouse is becoming more of a reality.

A lot of individuals have already been helpful in providing practical advice, guidance and input, but if you have energy or expertise that you think we can use please let us know – we haven’t done this before and it is going to take a massive club effort to get it over the line

So please get in contact with Campbell Williams if you can help

07591814617

**Cricket Section Report**

We continue to offer cricket to all ages, genders and abilities with 4 established senior teams with the 3rd and 4th team focused on providing opportunities to the youth players.

A regular 4th team was started in 2021 and we are regularly playing over 15 u17 players across the 4 Saturday teams. This has been a key goal of the section and continues be a core part of the section’s plan to grow and maintain cricket at Trojans.

In addition, women’s cricket continued to grow. The W-10 softball team regularly taking part in tournaments and festivals over the summer and we now have our first women’s hardball cricket team in conjunction with Calmore CC. With our growing girls section, having this pathway for the girls at Trojans is vital.

The section continues to benefit from the use Hardmoor, which we have been able to use for senior, junior, women and girls cricket across the summer.

Financials

* Cricket remains a small section in terms of adult members, with most of our income coming through our junior section.
* Cricket made a small profit in the year having invested further in its own facilities with a new bowling machine, upgraded sight screens and additional equipment for the junior section.

**Hockey Report 2023**

The last 12 months both on and off the pitch have had challenges, but we are beginning to reap the rewards of some outstanding efforts.  We have always had a strong reputation for our junior section, and this very strong part of the section continues to flourish, which will be detailed further down the page.

The Ladies 1st team, having looked like they might find themselves in a relegation battle towards the end of the last season, actually consolidated their position in Vitality Women`s Conference West division with some comfort.  Playing national league hockey is the highest level played in this region, and they`ve started this new season very well.  They are a young side, as are the men 1st team, who finished in the top third of South Central Mens Premier division 1.  They`ve had some of the tougher games first up this season, and again, whilst young, the depth of squad will benefit them moving forward.

We are very successful with junior hockey, and the same for veterans and walking hockey.  The game countrywide suffers retaining senior players in the 25 to 30 year old age group, and we too are looking to boost our numbers.

Last season was outstanding for our junior section with the U16s achieving major success with the girls reaching the semi-finals of the EH Championship and coming 4th in the Supra league while the boys were unbeaten outdoors all season winning both the EH Championship and Supra league under the leadership of Dave Miles. We had further success at U14 level with the boys winning their league. We had squad sizes to run both A&B teams at all ages. As we enter 2023/24 season squad sizes are down slightly year on year with around 340 juniors at U18 and below, but with new players joining all the time.

We are still one of the largest clubs, with 5 seniors ladies teams and a Masters team, 6 men sides and a veterans side, and a junior section at capacity.

The efforts behind the scenes have been huge, with a number of projects all coming at the same time.:

* The Game Management System adopted by England Hockey require every player to be registered and teams sheets of all players for every match to be submitted.  With over 500 members, this is a huge job.
* Coach, captain and manager Welfare regulations and compliance is required for some 60 role holders now
* ClubMark also requires work on policies, meetings, AGMs, demographics, business plans and more
* We have secured new shirts sponsors with Rathbones and Radcliffe`s supporting the section, but yet again, >500 shirts need to be ordered, sized and delivered.

Step forward, Ian `Jock` McMorran.  He has managed the above as well as all our own membership administration to.  He has fitted seats, banners, goals, whilst also generating policies to ensure we comply with EH, but also to meet the various challenges of ClubMark.  This is renewed every third year, and yes, it`s renewal time.  All policies and data must be submitted to achieve compliance.  He has been phenomenal.

On top of this, we decided to change the website too, whereupon, much of the above needs to be made available to EH and the membership.  Step Forward Dave Henderson.  Whilst managing his own career promotion and coaching his two daughters, he`s overseen the migration, the integration with Teamo ( our CRM application ), whilst evolving the new model for managing finances and spend.  He and we were fairly lucky, in that our new Junior Vice Chair understands technology too, so Shaun Barriball quite unfairly was dropped straight at the coal face and with his wife Elaine worked with Jock and Dave to streamline the overhead of running the hockey section (via shared calendars, shared drives etc) while providing new tools for our coaches & managers to collaborate on things like session plans. Paul Oakley has also stepped in to be Junior Chair to help with the growing demands of running a modern junior section.

Abi Desouza has taken on the Welfare Officer role, and key helping keep moving forward with the various aspects of Welfare, from DBS to training.

Angie Bareham remains key for us as treasurer.  As well as overseeing all our performance against budget, she forwards all necessary financials to the club.

The section is in a strong position.  We have invested in cameras for match and training analysis and we look to invest more to grow our coaching resources in numbers and qualifications.

Our pitch is approaching the 10 year anniversary of its installation.  The plan was to replace the carpet at 10 years, with the projected cost £170,000, and to build a sinking fund to meet this cost, putting £15K per year aside.  However, huge rises in electricity cost meant we chose to invest £50,000 in LED technology to reduce the cost of running floodlights.  Hence the fund at £115,000 is short of the targeted figure.  However, the cost of the replacement carpet has risen drastically too, probably nearer £225,000 currently.  The good news is that sticking to the maintenance programme, we hope to get another 4 years life out of the pitch.  With the business model plan, we hoped to possibly double the amount set aside each year.

What is clear is that Hockey need to develop discussions with the club Board to ensure the facility remains at a standard ahead of our local competition, and keep the membership at the levels it currently enjoys, which must be key for section and club to underpin sustainability.

**Rugby Section Report**

The rugby section had a successful season overall.

From a playing perspective the seniors continued their success with consolidation in the 1’s for Men and Ladies and the 2’s growing with the men’s 2nd XV winning counties 5 and gaining promotion.

On the youth side, the successful set up continues to attract players across all the ages with increasing numbers especially across the girls and junior parts of the youth section.

Alongside this, the new walking rugby part of the club celebrated its 1 year anniversary in the summer and continues to develop and grow.

Finally, I would like to take this opportunity to thank every single volunteer that helps us deliver rugby from U6’s through to much much older!

We said goodbye to Marcus and Sandra Coffin who have run the youth section for many years (and were involved in most parts of the club) and they were celebrated by Hampshire by winning this year’s volunteers of the year leading to a gala dinner and hotel stay at Twickenham for the national awards.

Without Marcus and Sandra, who took over from Laura Self, we wouldn’t have the successful youth section we have now but the new team have stepped up and are taking it to even higher standards.

**Squash Section Report**

***Invest, Maintain and Play***

We started in September 2022 with the desire to continue to improve technology and our facilities, these improvements included;

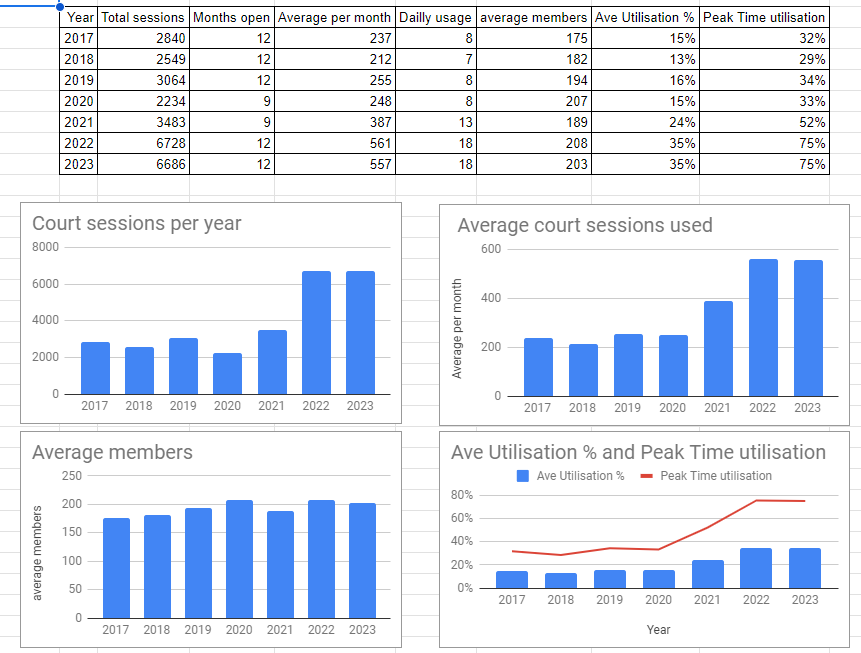
* Heating Fans behind courts 5 and 6
* Squash area independent heating, new development ready
* New hot water vessel, new development ready

We continue to offer to our players a range of events and this year we also increased the number of internal competitions, including;

* Summer team league
* Doubles Competitions
* Over 60’s comp
* Ladders have also improved with near on 100% of games being played

These events added to the already popular Racketball and Squash club nights. They are all advertised on our website <https://www.retailroyale.com/trojanswww.html>

**203 MEMBERS - 75% PEAK USE OF COURTS**



***Team Results, competitive squash and 150th year***

The teams were all successful this year with special note to 2nd and 4th Teams who got promoted.

We continue to work with the rest of the club on 150 arrangements and currently have planned a squash Exhibition (world top 10 players) and a Squash Competition to coincide with other section events.

**Preparations for 150th Anniversary 150th year celebrations**

A cross club team have been working hard on the 150th year celebrations. The range of stash is being developed but the 150th ties are available and starting to be spotted around the club. We have also arranged two dinners. One in June at the Novotel for the whole club and one for rugby in September at the Concorde Club (sold out). For tickets for the Club Dinner please contact Mike Barns.

Through the season there will be celebration events for all sections and a calendar will be produced before the summer so that everyone can see what is planned.

If you have any questions on the 150th year celebrations please contact Mike Barns or Stefan Hargrave

**Your directors**

**Nov 2022- Nov 2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Name** | **Current Role** | **Board Attendance Record (Oct22-Oct 23)**  **8 meetings** | **Payments or Expenses** | **Start Date as director** | **Proposed next rotation point (potential re-election point)** | **Notes** |
| Mike Watts\* | President & Chairman of the Board\* | Full attendance | Nil | 2018 | 2024 | Max 2027 |
| Nigel LeBas\* | Finance Director\* | 5/8 | Nil | 2019 | 2024 | Max 2027 |
| Campbell Williams | Director, Vice Chairman 22/23 \*\* | Full attendance | Nil | 2018 | 2023 | Wishes to stand for 3rd and final term to maintain contacts for development 2025 |
| Simon Dancer | Director, Lead for Future Development | 4/8 | Nil | 2018 | 2023 | Wishes to stand for stand for 2nd term  2026 |
| Mike Murray | Director, Lead for Bar & Catering | Full attendance | Nil | 2021 | 2023 | Wishes to stand for a second term  2024  Also wishes to stand down as lead director B&C |
| Stefan Hargrave | Director, Lead for Grounds | 5/8 | Nil | 2021 | 2024 |  |
| James Laird | Director, Lead for Club operations | 6/8 | Nil | Jan 2022 | 2025 | Wishes to step away from being a director this AGM |
| Piero Perera | Director | 7/8 | Nil | Feb 2022 | 2025 |  |
| Kae-Ley Morris | Director | 1/2 |  | July 2023 | 2026 | Director appointment. To be confirmed by members at AGM |
| Richard Congreve | Director | 2/2 |  | July 2023 | 2026 | Director appointment. To be confirmed by members at AGM |
|  |  | *-* |  |  |  |  |

\*Roles to be re-elected to annually irrespective of rotation point

\*\* The Vice Chair role is agreed with President and Chair post AGM

***Current Composition of the Board Rule***

*The number of directors shall be not less than five and no more than 11. Ideally there will be a minimum of one director from each sporting section and no more than 3 from any particular one*

*Please note 11 is a rule change recommended by directors in year and is subject to ratification at AGM*

General Meeting is asked to re- elect Mike Watts to Role of President & Chair of the Board

General Meeting is asked to re -elect Nigel Le Bas to Role of Finance Director

General Meeting is asked to approve in year board appointment of Directors; Kae-Ley Morris & Richard Congreve ( Subject to ratification of rule change by directors)

General Meeting asked to elect Campbell Williams for a further tenure of 2 years Simon Dancer for a further tenure of 3 years and Mike Murray for a tenure of 1 year

General Meeting is asked to express a vote of confidence in the other directors not up for re-election who wish to continue in role

**Other Board Attendance**

Company Secretary (Stephanie Clark has been unable to attend and we are seeking interest from others as a replacement)

Section Chairs who aren’t/ do not wish to be directors (Simon Gibbons) are given a standing invite to attend board meetings.

**A Directors Role explained**

A Trojans’ Director is responsible, (while acting in accordance with company law and the company’s constitution), for the successful development and implementation of the Trojans Club Ltd business plan.

A Trojans’ Director should be someone who is willing and able to act in the best interests of, and for the long-term success of the Trojans Club Limited (the whole club with no bias towards any one section).

Directors must therefore act impartially, executing their duty fairly in regards to all members and not just promote the interests of a particular section.

Directors must operate in a way that demonstrates that they know and accept that they are legally responsible for the day to day running of the whole Trojans Club Limited. (Which includes the actions of all of the sections)

**Director Succession Plans/member nominations**

It is important over time that the club is able to find successors to the current directors, this not only helps achieve a good balance of backgrounds and greater diversity; it also ensures fresh energy and avoids getting stuck in the past.

The articles and rules of the club set a minimum requirement of 5 directors (no maximum) and aspires for an ideal number of 11\* (1 director with a background in each section and no more than 3 with a background from 1 particular section)

Any member can express an interest in becoming a director and it is hoped more will do so **(if interested please speak to the company secretary or president)**

**Statement of Director amendments to the club rules**

*The Board will from time to time make, repeal and amend all such bylaws and regulations as it thinks expedient for the internal management and well-being of the Company/Club. All bylaws and regulations made by the Board under this rule will be binding on all club members until repealed, in General Meeting*

\*The directors amended the rule of a maximum of 9 directors to 11 (This is consistent with the Articles of Association)

Sub committees or working groups of the Board of Directors

*The Board has the power to appoint and disband committees, project boards or work groups as deemed necessary or advised for the efficient running of the Company and the Club*.

* Each section continues to have its own committee. There is an ongoing requirement for them to share and agree their proposed business plans with the board.
* A business planning group has been given fresh impetus this year but has yet to provide a 3–5-year plan (2023/24-28/29 inc. of sections) for board approval. (Central club Operations and Squash section component has been done)
* An overall governance sub group to provide the board assurance that policies are complete and coherent across the club and the sections has yet to be set up.
* Currently, 2 additional sub groups have been set up and are being led by a director for. Operations, and for Future Development. The director lead of Bar & Catering sub group has asked to stand down from that lead role . It is envisaged this will be replaced by a House & Social sub group (as per club rules) which is being worked on.

Bank Accounts

*Sections may have their own bank accounts. Declarations made to open/retain bank accounts; signatories and or change of signatories are to be notified to the Finance Director in advance. The Company/Club will hold a central record of all bank accounts, signatories and the current position of section accounts are to be made available to the Finance Director on request*

* It cannot be fully confirmed that this rule is being followed; however, cooperation when financial information has been asked for has been good.

Board Meetings

*An annual agenda item should be the approval of a rolling long term plan*

* This has yet to happen, but a sub group has been set up and latterly reinvigorated to produce the document.

Membership

*Admission procedures and record keeping*

* Record collection and maintenance is largely still done within the sections which helps with reporting requirements to national sporting bodies. A contemporary record of company members is therefore distributed and reconciled at various points in the year. Steps are taken at General meetings to ensure all those who vote are “bona fide” and current company members/ guarantors.