



**Board Report  
to the members of The Trojans Club Limited  
October 2022**



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**

The last financial year (2021/22) saw a more “normal” set of trading conditions; certainly, in terms of enforced restrictions due to the pandemic. External factors are however still impacting upon our operation; changes in behaviour due to the pandemic, energy prices, inflated prices for goods & services and the employment market, have and will continue to cause us significant issues.

Overall, (prior to formal accounts) I fully expect the club has achieved a positive cash position for the financial year. This means that participation and enjoyment in sport; our primary concern, has again had the funding it needs. But this hides some tricky underlying issues.

Our overall financial position is due to a number of factors.

- Membership numbers were higher and better accounted for
- Sport participation fees and levies have increased
- Clubhouse bar and catering earnings exceeded expectations (despite some very tricky staffing issues)
- Rental income was up (in the main because of the return of Best Parties)
- We received grants from 2 sporting bodies (notably the RFU) to aid return to sport

Unfortunately, we experienced the need for some extra ordinary spending.

Perhaps of most note:

- Roof repairs
- A new boiler
- And the eviction of travellers

Maintenance costs continue to be a severe drain on our collective resources. Expenditure on utilities, bar stock and staffing have also grown considerably.

### **What then is the key message I would like to give you?**

Trojans is a rare beast; a multi sports club with a symbiotic and necessary relationship between the whole and its parts

To keep this relationship optimised we have historically tried to keep as much of our income as possible within the sections. Recognising and rewarding their work in collecting subscriptions (vital to our success) and because those with the specific interest, are best placed to ensure the future health of their sport at Trojans.

This way of operating is proving more and more difficult as the cost of our central and shared infrastructure exceeds club subscriptions and the other income, we are able to generate from it.

Your Board of directors are wrestling with these problems (as you will see in the body of this report) but that trend has been in place for some time now and is not going away.

We face some big decisions going forward. We either have to change our operating model significantly or find and invest in ways of making it work.

We can and are continuing to tweak things in order to keep Trojans as a going concern; such as allocating more cost to section-based funds for pitch maintenance, cutting back on staff costs and ensuring a more profitable bar offer. But that of course brings its tensions.

We are also, as you are hopefully aware; seeking to bring about a major change to our facilities. However, developing a new clubhouse and deciding we can risk; funding, marketing and staffing that, will be a big call. A call that members will be asked to make in the coming months. Much work is going on to enable a decision about that, but in truth progress is too slow. In part this is because volunteers can only do what they can do with the time and skills they are able to give. We should of course thank them for what they do, and recognise that is, and will always likely be the case.

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 do keep the show on the road; planning, organising, coaching, fundraising and sorting out problems as they occur. In particular I would like to thank the directors who have taken up lead roles in running operations since the departure of Sarah (General Manager) and Chris (Bar Manager) both of whom I must thank for the good things they brought to the club. Lastly, I would also like to thank all our members for their continued support and patronage.

Yours in friendship and sport

Mike Watts

President & Chairman of the Board of Directors

## Financial Summary

### 2020/21 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 2021 and are attached to this report**

By way of a summary to those accounts:

### 2021 Accounts and Financial Review

For the year to August 2021, Covid continued to have a material impact on the Club's income streams, notably the bar takings continued to be impacted but it was fantastic to see the continued support from the sections and the payment of memberships throughout the summer and into 2021

2021 Income into the central club account reduced in total mainly due to the impact of having to close the bar (£331k down from £389k in 2020).

However, we were fortunate to benefit from Government funding of over £60k to further assist through the tough Covid period.

In addition, the Club took on a Covid-19 loan which provided £50k financial headroom, (albeit this Loan is now starting to be repaid in 2022). This loan facilitated the Clubs central account to maintain a positive cash balance throughout the last year, making it 2 years in a row where the Club has not had to use its overdraft facility.

In addition, whilst the central club account is generally operating on a break-even basis, each of the sections, due to their surcharges on top of the club membership, match fees and sponsorship income, remained financially strong with over £190,000 across their bank accounts as at the end of August 2021.

Throughout 2022, we have increased the cash flow management and visibility of the financial position across the Club with the sections producing quarterly management accounts. Whilst this has not led to any intervention it has given all management (overall club and sections) a greater awareness of the financial position, issues and requirements throughout the year.

### Club Income Summary

For the year to August 2021 the operations of the central club generated £331k of income. This was made up of:

£000s	2019	2020	2021
Bar and catering	172	132	72
Club membership	80	108	122
Hire of facilities	64	57	42
Rental income	36	16	21
Government grants		61	60
Other income	29	15	14
	<b>381</b>	<b>389</b>	<b>331</b>

Notes:

- Bar takings are down due to Covid impact
- Membership income increased thanks to better collection from the sections across the board
- Hiring of facilities was reduced to the cancellation of the Best Parties Christmas Parties in December 2022

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 2021 each section generated:

£000s	Hockey	Rugby	Squash	Cricket
Club membership surcharge and match fees	47	18	n/a	12
Sponsorship / Events		7	1	0
Other income	7		12	5
	<b>54</b>	<b>25</b>	<b>13</b>	<b>17</b>

### Central club operation cost summary from accounts

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

The costs for the club are highlighted below:

£'000s	2019	2020	2021
Bar stock	82	66	39
Bar staff	69	67	61
Ground staff	23	35	36
Admin staff	24	26	24
	<b>198</b>	<b>194</b>	<b>160</b>
Utilities	47	39	53
Club maintenance	41	80	56
Cleaning	15	11	7
Professional fees	18	11	11
Others	30	29	38
<b>Total costs</b>	<b>349</b>	<b>364</b>	<b>325</b>

Bar expenses were reduced in line with the drop in revenue due to Covid. However, we maintained a flexible level of staff (supported by Covid grants) to ensure Club continued to be operated at appropriate levels.

Club maintenance and utility costs remain the other main operating costs of the Club and further maintenance was due in 2021 to upkeep the facilities

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. On top of the monies paid to the club

for membership and catering, the sections spent over £55k on other costs to support their section. Hockey and Squash keep hire costs of the Astro and Squash Courts to help fund maintenance and future replacement.

### **Cost Pressures**

Post-Covid and with recent global events, there are a number of cost pressures on the Club, including increasing Utilities costs (gas and electricity bills will increase); wage inflation plus there remains the continued need to maintain the ageing clubhouse.

The costs of maintaining the Club will further increase in future years and the challenge remains to ensure those costs and the impact on membership is sustainable

### **Cash Reserves**

Thanks to the Club taking on a CBILS loan (which is starting to be repaid), the Club and the sections are financially in a strong position and there remains over £200k across the Club in cash reserves as at 30<sup>th</sup> Sept 2022.

### **Bank Accounts held**

The Club currently maintain the current bank accounts:

- Club Current Account – Barclays Bank; used for all central club operations 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 2021/22 Accounts**

HWB are appointed to prepare the 2022 Accounts.

Nigel Le Bas Finance Director

## **Operations Report**

This year has seen many changes, and Trojans continues to have its ups and downs; but still, we march on to our 150<sup>th</sup> year, earning more, and with more sport at the club than ever.

### **Significant improvements**

During the year we have had to spend significantly on some legacy items

- A roof built in 1981 was replaced
- A boiler installed in 1978 and later a gas burner installed in the same year have been replaced

These issues have been addressed mindful that a potential new development will also benefit from them

### **Significant changes**

We have had to deal with some key staff changes during the year

- We now have a new Bar & Catering Manager. (See Bar Report)
- We have no General Manager at present and are taking the opportunity to relook at what resources we would like in the future, need right now, and can currently afford, in order to;
  - Provide for member requirements
  - Ensure full and optimal functionality of the facilities
  - Market and sell use of the site to gain increased revenue

While these changes are being developed and bedded in 2 board directors have volunteered their time in order to be more hands-on ensuring day to day operations continue and improve.

### **Significant cost demands**

The renewal of our utility contracts is on the near horizon. Gas will be renewed on November 1<sup>st</sup> at a change in price of more than 250%. The Electric contract is set for renewal in February at a similar rate. We are looking to fully understand what difference government support will make, but a more than doubling of cost to over £100k a year will not be easy to absorb.

Sections are aware of the impact on their costs as a result of this and are reviewing their options urgently. The club overall is also carrying out an investigation into facilities usage to see what efficiencies can be made and will supply a report to the Board for decision in the near future.

### **Significant increase in sporting activities**

As well as the progress within all the sections, (see the Chair Reports), the club have been able to increase the use of the facilities by partner organisations in the times when they are not needed for Trojans teams. This has been done in full consultation with the sections.

- AFC Stoneham now has an annual contract to use the football pitches on a Sunday and Saturday
- Barton Peveril has an annual contract to use the Rugby, Football and Astro Facilities on a Tuesday and Wednesday afternoon
- We are also currently looking at further arrangements in conjunction with Archery for use of the Hardmoor site.

James Laird, Lead Director for Operations



## **Bar & Catering report**

### **What's Changed**

What a year!

A complete change in staff that we did not initially seek & enforced closures; due to a lack of staffing, faulty equipment and health & safety issues, yet we still had receipts in excess of £200k and a surplus of £30k + over wages and purchases. To put this in perspective a c20% increase on pre covid numbers.

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”*

We have had this year to make a number of investments in a new till system, point of sale equipment, glass washing etc all of which would be transferable if the new clubhouse goes ahead. We have had to adjust prices in line with inflation and we continue to experiment with food offer for attractiveness and viability. We now have a lead director who oversees the bar and catering provision and who is the designated premises supervisor for licensing purposes all of which puts us in a far better place to make the most of opportunities and control our profitability going forward.

### **Challenges ahead and plans**

The bar and kitchen remain pivotal as the community area that brings our great club together and we arguably only have a bright future if we get better and better at this; it is also vital that it contributes towards the running costs, which as you will see from other parts of this report are extremely challenging right now.

Increasing volume in core club times at the weekend is not without its logistical problems. We will try; but ask for your forbearance and help as this will require a preparedness to be flexible and better coordination of timings. Getting through hundreds of appropriate quality covers (match teas and more) safely in a limited number of hours is a more difficult task than most realise.

We will be doing what we can to create new income opportunities outside of non -core hours with better marketing and we are looking at making more of existing touchpoints; (people who use the club but don't come into the bar) with the provision of some form of external or “pop up” catering.

We wish to do this without detriment to; members, our improving profitability, staffing, regulation and safety. Fortunately, we now have access to better management information and stock control measures than we have ever had before but this will be a learning process with some potential false dawns as we look to get it right.

Costs will also need careful management and so we are looking at things like power use (fridges burn a lot of juice), stock choice available and things like the provision of TV channels. Without a new clubhouse there is also a growing list of things that will need attention to meet our core aim in *italics* above so please keep this in mind as you are given opportunity to debate the choices the club has to make.

Can I end with a plea

If there is one thing, we have learnt over the last year it is the quality of staff that makes or breaks the operation. Most hospitality venues are really struggling with this right now. We have some amazing people helping us to become the place we want to be. If you see them doing things you like, appreciate them; at the very least make sure you notice them and make sure they feel part of the Trojans family.

Mike Murray Lead Director Bar & Catering

## **Grounds Report**

### **What's happened** (since 2021 report)

Best Parties have renewed their relationship with Trojans, but have slightly changed the location they are using. This led us to do work which extended and smoothed the car park alongside the grass.

A significant RFU COVID grant was received which has been used to help the club through a period of COVID recovery. Spend has been tracked (for audit purposes) and used primarily on making the top section of hardmoor usable; through extensive groundwork (inc. fencing). Fencing has also been put in by the boundary with the fishing lake. In addition, machinery has been purchased as recommended by a Sport England pitch inspection.

A small grant of £3k was also received from ECB, this primarily went into improving the playing surfaces

In 2021 whilst there was some use of the grounds, the grass has benefitted from less usage (a rare upside from the COVID pandemic!). On the downside some work carried out at the end of the 21/22 winter season did not see full benefit because of the drought.

The board have commenced work to better understand the costs (inc. required annual budgets) and the income streams from use of all the grounds; to enable discussion and agreement with regard to the required funding from section-based funds and completion of a maintenance plan.

We have also started implementing plans to optimise the use of hardmoor for Trojans cricket & rugby together with rental income.

### **Challenges ahead and plans**

Challenges ahead include ensuring the grounds and their configuration can cope with the ever-increasing number of players that want to use the Trojans facilities. We also need to make sure we generate sufficient external funds from them to cover maintenance and replacement costs. To this end the Rugby and Cricket sections have applied for assistance (expertise and financially) to ensure we are doing all we can to help the grass pitches cope.

The board are in the process of agreeing the grounds costs and income streams for the purposes of setting budgets for financial year 2022/23 which will be used to track performance. This can then enable a further discussion and a decision on cost allocation and support required from the sections with the costs.

Stefan Hargrave

Lead Director Grounds

## **Future Development Report**

### **Recap**

Like all organisations Trojans can't stay exactly as it is if it is to thrive in changing times. Of course, it hasn't; and perhaps it's worth taking this opportunity to recap on major facility developments since we became a limited company in 2018.

We are the tenants at hardmoor, which gives us access to much needed parking, free use of nearby pitches for cricket and rugby, extra changing rooms and an income stream which can and is being developed further. (This has required further investment in ground works which can be read about in more detail earlier in the report)

We have done a land swap with developers, and now own a potentially much more useful piece of land in exchange for the lake boundary.

We have extended and levelled the parking area alongside the cricket pitch

We have provision for astro pitch replacement and squash court improvements

We have secured c £ ¼ m in grants from Local Authorities to develop a new clubhouse which was agreed in AGM as the club's number 1 priority and we are now entering a key phase of the work to make that a reality.

### **Challenges and plans**

Recent work has concentrated on the development of a concrete plan to take to would be funders.

We have appointed architects for RIBA stages 1-3 and hope to be sharing architect plans and pictorial representations with all stakeholders over the next few months prior to going to formal planning.

We have worked with an outside body; Sporting Assets to do a business case appraisal (grant funded) and look at other potential funding options and their pros and cons.

We have subsequently looked at ways we might improve the business case by entering into negotiations and a potential Heads of Terms for renting land with a padel tennis development company.

We are exploring ways that we can work with "friends of Trojans" to keep costs down with the appropriate level of professional cover.

We now need to work in detail with would be "funders" to convince & excite them about the plans and the business case that supports them. In short, we believe we will be in a position through new income and future cost savings to pay back; but need access to the capital.

Costs are a bit of a moving feast at the moment but this capital requirement is likely to be in the realms of an additional £1m plus. We have other grant opportunities we can explore once we have concrete plans developed but the preference for the rest; would be for members/friends of the club to be sponsors, patrons or investors rather than entering into commercial lending. We now need to work out our offers and start to market that at pace.

At the end of the day, it will be a member go/no go decision.

There is a lot of work to do before we can ask people to make that decision. If you have skills and time to offer in building/helping with any of the following, please let us know.

Detailed options appraisal

Feasibility Presentations

Cost management

Capital/Fund raising

Business case presentation and financial modelling

Project planning/including transition plans and risk assessment

Project management.

We are on the threshold of a once in a generation opportunity, to not make it happen would be a sad day and could begin or accelerate a terminal decline. Your club needs you

Campbell Williams & Simon Dancer Lead Director for Future Development.

## **Trojans Business Plan**

During last year the board commissioned Sporting Assets to appraise the business case for a new club house and other investments opportunities that sections were promoting.

This was paid for by a specified grant of £10k from the Reach Fund.

Part of that appraisal considered a base business plan if such investments did not proceed.

This took a target operating model for staff and services; applied historical cost and income figures and made prudent assumptions about future growth in these given the current state of the clubhouse

It forecast an ongoing hole in central club finances totaling c £400K over 10 years without such investments and /or alternative actions.

Some of those assumptions have now proved to be too prudent.

On the upside the bar and catering has exceeded income expectations. More concerning is actual utility cost rises and general inflation is also much higher.

The board have taken various actions with this in mind.

Costs are easiest to influence immediately

Therefore, we have taken the decision to not replace the General Club Manager in the short term. This is viable for now because James Laird has volunteered his time to become a more hands on Operations Director (a truly generous offer). He is also leading work to produce other potential cost saving proposals and additional income streams.

We have also made the grounds a cost centre along with the clubhouse, the Astro and the Squash Courts. The projected shortfall costs/income for the grounds will be met by cricket and rugby collected funds. Applying the same principle that already applies to the Astro and Squash Court cost centres.

In terms of income

We have raised the cost of the central club subscription (£10) and we are looking at how we can make the bar and catering offer more profitable without losing sight of the fact that we are a sports club and the core aim of that offering. To this end we also indebted to Mike Murray who volunteered his time to be a more hands on Bar & Catering Director. This has enabled us to stay open while recruiting new staff and he is now concentrating on the overall offer and operating procedures. This will no doubt challenge some of the norms we have come to expect.

Given all of the above Piero Perera is now lead director for developing the 5-year business plan (Overall club inc sections). He is looking for group members if you are interested. This will be the base document we use to demonstrate the impact of investing in the New Clubhouse etc. and will be a working document.

Mike Watts President

## Cricket Section Report

After 2 years of Covid impacted cricket, it was great to have a return to normality for 2022. Indeed, with the heatwave, cricket was played with very few interruptions.

Having started a 4<sup>th</sup> team for the first time ever in 2021, running 4 teams continued to be a success and the ideal way to integrate junior cricketers into the senior section. We were regularly playing in excess of 15 u17 players across the 4 Saturday teams. This has been a key goal of the section and continues to be a core part of the section's plan to grow and maintain cricket at Trojans.

In addition, having been very much embryonic in 2021, women's cricket continued to grow. The W-10 softball team regularly taking part in tournaments and festivals over the summer, culminating in an appearance on the Ageas Bowl.

Furthermore, we established, for the first time, ever, a 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 of Hardmoor, which we have been able to use for senior, junior, women and girls' cricket across the summer.

Off the field, the section has now successfully fully integrated the management (operational and financial) of the senior and junior section to ensure both are now pulling in the same direction. This has allowed for more sensible discussions of investing the section's monies and has resulted in investment in the facilities, where possible.

Key highlights for 2021 are:

- The 1st team retained their Southern League status and showed that they have the ability and capability to push for promotion with 4 talented U17s showing their ability to play at that level
- The 2<sup>nd</sup> and 3rd team both maintained their league status, and increasingly involved "up and coming" youth players.
- The 4th team continue to be a development side for younger cricketers with some experienced old heads.
- A highlight this year being our first women playing senior cricket with a senior woman and a U16 girl making their debuts in the 4<sup>th</sup> team
- The W10 team and our first women's hardball team.
- In the second year of running a U17 team, that squad won their league and there is hope for a U19 team next summer
- Our junior sections continue to thrive and we have a high number of district players within the groups, especially at U15s, U14s and U13s
- We ran both the ECB's Allstars and Dynamos programmes to support new to cricket and the u6s and thanks to Campbell Williams ran an Academy over the summer for our more talented juniors.

## Financials

Cricket remains a small section in terms of adult members, with most of our income coming through our junior section. We have provided the club with a £5k loan to support the Club through the current tough times and currently have c.£12k in the bank, which we hope to utilize over the winter to support the funding of a new bowling machine.

Nigel Le Bas Section Chair

## **Hockey Section Report**

Trojans Hockey has weathered the pandemic and whilst numbers are slightly down, they are much healthier than feared by EH (England Hockey). Such has been the work behind the scenes that EH have kept Trojans at the front of their thinking for the development of hockey nationally. Trojans have been awarded as a talent centre for EH (up to age 14 in the region), and despite not applying to become a Talent Academy for the older age group, we have been pushed by EH to accept this accreditation above and beyond all neighbouring clubs in the south. Indeed, we are having to introduce caps to the size of membership in most age groups, with waiting lists now in place as we try to service the demand for hockey at Trojans.

Ladies 1<sup>st</sup> team are competing in West Conference and Men 1<sup>st</sup> team effectively one league lower in South Central Men's Premier Division 1. There is little between the teams in both leagues and results can be close. Having played the top teams so far this season, the ladies have found themselves just the wrong side of several closely fought games, and hope to start moving up the table as the fixtures look easier approaching Christmas. The Men are doing well, and having drawn a couple of games when they were the better side, they have started to convert those games to wins.

The usual conundrum continues in that we lose much of our talent as they go to university, but somehow, we don't seem to recruit anywhere near the numbers from people who have moved local universities and colleges or found employment locally. Our fix is shifting to acquiring more senior players.

Outside of hockey, our next capital project is to tackle the challenge of rising electricity prices. We are looking at solar panel and batteries to drive our floodlights, and whilst expensive, the payback would be much quicker in these times. We are advising the club as we go and hopefully they can assist us with the solution when it comes.

Simon Gibbons Section Chair



## **Rugby Section Report**

### **Rugby Section Report – taken from Rugby AGM**

#### Youth

The season got off great start and was full of great expectation, as we were hopeful of a full fun packed season without any covid enforced beaks. We were back; with no restriction in place from the RFU.

Youth numbers continue to increase across all teams but also through the growth of our girl's sections. Hardmoor was used for the first time this season and was welcome new space the use as we grow and try to rotate playing areas.

The girls section grew again from the younger age group up, with under 13 group reaching 25 plus on a regular bases.

We also ran our Trojans festival which was a huge success as always.

Trojans youth rugby had huge success with London Irish DDP, Hampshire, Harlequins Centre of Excellence and London and South East Divisional representation this season.

Lastly, I would like to thank everyone involved within Trojans youth rugby, without them we could not be as successful as we are and offer a welcoming and safe place for players to come and play the sport they love.

#### Senior Men

I think to start with a big thankyou to the coaching group and physio for all the work that was put in to achieve a decent season.

A solid season with a number of colts and ex colts playing for the teams and a real foundation being built for the season 2022-23.

The season ended with Trojans 1's mid table, 7 out of 12, missing out on 6th by 1 point.

The 2nd XV again finished the season 10th but showed a lot of heart, especially against teams that should have been in higher leagues.

Thank you to all the players that turned out last season and especially the ones that stood up when we were having a torrid time with injuries and covid.

#### Senior Ladies

The 1st team's target was promotion, but instead finished in 3rd but looking very good for next season.

The 2nd team's objective was to fulfil every fixture putting out 15 players, which was achieved. We finished mid-table and are starting to build a good squad of players who enjoy their rugby no matter what the result is. Next season we want build on that team spirit, establish a core group of players and perhaps finish a little higher in the league.

Finally, a big thank you to the coaching team and we look forward to working with new head coach Theo Rhodes this season.

From my perspective, a massive congratulations to both sets of players who are a huge credit to the club

### Section

Both teams have new head coaches for next season, Rudi and Theo who bring a lot of experience with them to take both teams forward. Both teams have some challenges that they are facing head on and what has been nice to see is people stepping forward offering to help.

On the volunteer side, we welcomed some new members to the committee who have worked very hard over the season to move things forward. Without them we don't have a club so thank you. The focus for the committee will now start to shift towards organising the 150th year celebrations alongside everything else.

At a board level there has been a lot of work undertaken with a new structure put in place to take us forward which whilst in early days, is working well.

Finally, I wanted to say a thank you to Pete who is stepping down from the committee after 50 years. Pete has been with the club through thick and thin and has done every role at the club I think in his time and is one of the people that clubs like Trojans are built around. I've valued his council, not always at first to be fair but we will still hopefully see you around the place. We will properly celebrate his time with Trojans at our next proper gathering.

thank you, Pete.

**Stefan Hargrave**

Chair of Rugby

## Squash Section Report

### Usage and expansion of offer

In the year we have achieved a lot in terms of increased use of the courts by a growing diversity of members.

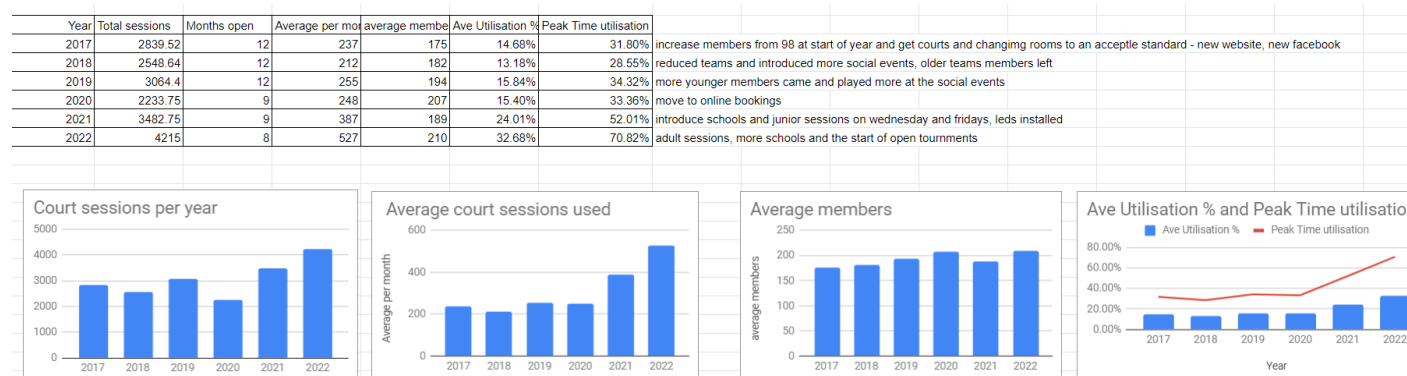
We started in September 2021 with the introduction of several new coaching events to encourage a greater diversity of members. These events included;

- Ladies Coaching
- Mens Coaching
- Junior midweek coaching
- Junior Saturday coaching, moved from Friday evenings
- Sunday free squash rollup

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>

**226 MEMBERS**

**33% USE OF COURTS**



### The facilities and our continued investment

The section continues to invest in its facilities and has been able to provide for the following in the year

- New LED lights
- New Shower controls
- New Fire exit door

These improvements will be further enhanced by new heating behind our Championship courts in September

### Team Results, competitive squash and expansion

The teams were all successful in an often rearranged or cancelled season. We were also able to host the Hampshire Open in a new format attracting some of the best players in the country and county.

This season has seen us enter 7 adult squash teams, 4 vets teams, and 2 racketball teams. We are now the joint biggest club in the county in terms of teams in the Hampshire Leagues.

## **Preparations for 150<sup>th</sup> Anniversary 150th year celebrations**

At 7.15pm on 3<sup>rd</sup> September 1874 a meeting was held at the Antelope Hotel Southampton and the Trojans was born.

100 years later Cecil Paris the then President was quoted in a commemorative book entitled

The First 100 Years

“A glance through these pages will reveal a fascinating glimpse of how our predecessors overcame their difficulties and of the growth and development of the Club. There are many examples of members showing enterprise and faith in the future. Happily, this sentiment still prevails today.

“Nothing venture nothing have” is a motto which has been applied by the Club and its members throughout the years; with the result that we now have a fine clubhouse overlooking lovely playing fields, and provide for an increasing membership, excellent facilities for the playing of.....

All this has been achieved by generations of members who have given dedicated service to the Club on and off the field.....To all of them the present Trojans owe a great debt of gratitude. This can best be repaid by following their example and ensuring that Trojans of the future may continue to enjoy in increasing measure the friendships, sport and social activities which our Club provides.

May the next 100 years see the Club continue to grow and flourish”

Nearly 50 years on those words still have great resonance and our 150<sup>th</sup> year (2024) will be another milestone which we must properly take stock of; and celebrate.

Preparations need to gather pace and the 150<sup>th</sup> committee led by Stefan Hargrave will need help from all across the club if we are to make this the success it should be. That could be digging out memorabilia, producing materials to mark the occasion or organising an event.

If you are interested, please do contact him [stefanhargrave@yahoo.co.uk](mailto:stefanhargrave@yahoo.co.uk) and maybe repay in part that debt of gratitude that you have.

Let us create the future

Yours in friendship and sport

Mike Watts President

## Your directors

Nov 2021- Oct 2022

Name	Current Role	Board Attendance Record (Nov 21-Oct 22) 9 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	
Nigel LeBas*	Finance Director*	-3	Nil	2019	2024	
Campbell Williams	Director, Vice Chairman	Full attendance	Nil	2018	2022	Wishes to stand for another year to maintain contacts for development
Simon Dancer	Director, Lead for Future Development	Full attendance	Nil	2018	2023	
Mike Murray	Director, Lead for Bar & Catering	Full attendance	Nil	2021	2023	Declared interest family member works at club
Stefan Hargrave	Director, Lead for Grounds	Full attendance	Nil	2021	2024	
James Laird	Director, Lead for Club operations	-2	Nil	Jan 2022	2025	Appointed by directors subject to election at AGM
Piero Perera	Director, Lead for Business Planning	-3	Nil	Feb 2022	2025	Appointed by directors subject to election at AGM
Alex Hill		-1	Nil	2018	Feb 2022	
Wyn Jones		-3	Nil	2018	Mar 2022	Declared interest as tenant

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

### Current Composition of the Board Rule

The number of directors shall be not less than five and no more than 9. Ideally there will be a minimum of one director from each sporting section and no more than 3 from any particular one

General Meeting is asked to re- elect Mike Watts to Role of President & Chairman 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; James Laird & Piero Perera

General Meeting asked to elect Campbell Williams for a further tenure of 1 year

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

### **Other Board Attendance**

Company Secretary (Stephanie Clark)

The Business Manager (Sarah Harrigan) appointed in 2021 resigned September 2022 was requested to attend all Board Meetings

Section Chairs who aren't/ do not wish to be directors (Simon Gibbons, James Laird\*) are given a standing invite to attend board meetings. \*(became director)

### **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 9 (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*

### **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 sub group has been started but has yet to provide a 3–5-year plan (2022-27 inc. of sections) for board approval.
- 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.
- A House & Social sub group has yet to be set up, this likely to take form in the 150<sup>th</sup> year celebrations group which is currently reforming.
- A Grounds sub group has been set up and is director led
- 3 additional sub groups have been set up and are being led by a director. Operations, Bar & Catering, and Future Development. The first 2 of these partly in response to staff vacancies and budgetary issues.

### **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 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 to produce the document. An external company (Sporting Assets) produced an appraisal of investment options in year which contained a base 10 year financial analysis.

## 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. Steps are taken at General meetings to ensure all those who vote are “bona fide” and current company members/ guarantors.