



**Annual Board Report**  
**to the members of The Trojans Club Limited**  
**October 2024 Final Version**



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. Building excellence where ever it is possible

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 and with partner organisations. The Trojans clubhouse is a pivotal asset that ensures we are one club.

### **(My Sport, Our Club)**

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

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

## Presidents Message

So here we are 150 years on from our founding in 1874. A proud achievement.

While we owe much to our past and should rightfully celebrate what has gone before, we must also learn, adapt and continually look forward as well.

Those more enquiring and observant among you will know there has been a lot of change this year already. The trees are gone. The clubhouse is under new management. We have established a Muddy Boots coffee shop and snack outlet that receives rave reviews. New cricket nets have been installed and there is more to follow.....

By the time you read this message Padel will be upon us. I am also hopeful the lane will have seen some improvements and we will have a more detailed costing for the new clubhouse; giving us a really clear picture of what it will take to make it a reality.

From conversations with the sections and with better oversight of their respective plans we have begun the process of formulating an overall long -term ambition for the club (outlined later in this document). Pivotal to making any of this a reality is a reinvigorated more efficient club house and new income generation. This will form a critical part of our overall implementation plan.

Standing still is not an option and will lead to a “pegged as best we are able”. decline in our fortunes. Some could reasonably argue we are already on the cusp of that process now. That said the essence of what it is to belong and grow as a Trojan remains as strong as ever and is a real asset upon which to build.

Of course, great plans have to be built on the foundations of solid management. With this in mind, your Board of Directors and sought to deliver a central operating budget that would broadly break even in the 23/24 financial year. Once again, seeking to ensure that the sections remain viable and able to make the necessary decisions about and investments in their sport. The board are also giving section plans and actual performance greater oversight, with a view to ensuring the whole picture is available and can inform overall direction and necessary actions.

Prior to formal accounts I can headline that the club’s central operations did not quite produce a balanced cost and income performance from existing (when it was set) activities. I await confirmation of the section outcomes.

Non bar and catering income was in line with expectations despite club subscriptions being below this year’s forecast position. We have in addition established a new income stream from Padel Stars. This year’s surplus from bar and catering activity has been disappointing with reduced sales and increased costs illustrating in part the impact of weather- related cancelations.

Running costs were down on 2003 despite very high energy costs which we should soon see reduced.

Looking forward we will be losing the regular income from best parties, and in setting next year’s budget for the provision of central operations we have regretfully taken the decision to increase club subscription rates for under 18’s to be more in line with that paid by those that are older. We recognise that we cannot compete locally on price therefore we must seek to give greater value in part by using our strength of being a multi -sports club.

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 once again thanking the countless volunteers who keep the show on the road; planning, organising, coaching, fundraising and sorting out problems as they occur. They are truly the bedrock upon which the club continues to rely. We should also thank our small team of employees for everything they make possible. 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**

## **TROJANS A VISION OF THE FUTURE**

In discussion with the sections the board has pulled together the club's collective ambition.

At the heart of our vision is the recognition that for the club to thrive, the sections have to thrive and for the sections to thrive, the club has to thrive

Our mission is to be the leading amateur sports club in the region and as such our facilities will need to be capable of promoting sporting excellence

The required improvement of these facilities will in reality be best achieved in a number of phases or parts; the priority order we will be continually assessed, however we know that we need to prioritise income improvement and or operational efficiencies and believe a new clubhouse is pivotal to that.

### **In 2024**

We have entered into partnership with a provider of Padel Tennis, 6 new courts (4 covered) should be up and running by end September.

We have installed new cricket nets with help from the ECB

We have 4 of the best squash courts in Hampshire with good maintenance and facility improvements planned and budgeted for.

We have a growing provision for the replacement of the existing Hockey pitch

We have received considerable financial support for the upkeep of the grass rugby pitches

We have a partner organisation on site (under new leadership) that provides physiotherapy and in that footprint we have a gym and a specialist running school

We have excellent, and planned improvements for the provision of coaching.

Work should be completed in September to improve access via the lane and stop erosion from water run off.

Our "bootcamp" partner organisation at Hardmoor has relocated from the carpark (giving members more access to parking when busy) and increased income.

### **And most importantly**

We have non time constrained planning permission; and a more detailed design for a new clubhouse and changing facilities is being prepared to enable accurate costing and engagement with potential constructors.

### **Over the coming year(s)**

We would like to further optimise our arrangements with Hardmoor; this includes potentially opening up the area between the 2 sites and improving /increasing the availability of parking. (Hardmoor is already the home of one of the largest archery clubs in the country providing indoor and outdoor facilities).

We would like in partnership to create new gym facilities that compliment development in all the sporting categories the club provides.

We would like a second hockey pitch that will also enable the holding of prestige events and avoid significant use of others pitches.

While recent plans to go into partnership with the RFU in order to provide a state-of-the-art rugby surface were unfortunately halted at the very last minute; this still remains the way to go in terms of ensuring optimum use of space and an all year round/ wet weather playing surface.

We are also exploring the construction of an indoor cricket facility in a separate building with 4 wickets.

### **Funding is of course the underpin of our ambition**

We have substantial funds available including a recent 6 figure sum from the RFU but need more. We are exploring additional lease income opportunities and the hope is that a new clubhouse would as part of an overall plan increase the surplus we are able to plough back into the various sports we run. There is more to be done in terms of leveraging existing touchpoints and making the most of our collective strengths and contacts. We are actively pursuing a number of sources of funds including a major sponsor(s) or partner. We will also seek to extend opportunities to our members and alumni to contribute to the future prospering of the Trojans and should be able to confirm what this looks like soon.

**Space** and the best use of it is **also** a major consideration. Our assets (owned and leased land) need to be optimised for the benefit and ambition of all. In addition, we need to think about the existing/new partnerships that can give us access to further and convenient playing surfaces.

Our collective future effort will require enterprise, faith in the future, open minds, flexibility and adherence to the enduring motto that can be applied to the Trojans over the last 150 years

### **He who never undertook anything never achieved anything**

*\* Formed from section conversations and the developing cross club business planning process*

*\*\* Contributions to and ideas about delivery will be well received*

## Financial Summary

### 2022/23 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. **The accounts explained here are for the financial year ended August 2023**, a full version will be attached to this report for the AGM

By way of a summary:

### 2023 Accounts and Financial Review

#### Club Income Summary

For the year to August 2023 the operations of the central club generated £ 533K of income. This was made up of:

£000s	2019	2020	2021	2022	2023
Bar and catering	172	132	72	208	238
Club membership	80	108	82	121	120
Hire of facilities	64	57	42	108	105
Rental income	36	16	21	23	21
Government grants		61	60	25	25
Other income	29	15	14	14	24
	<b>381</b>	<b>389</b>	<b>291</b>	<b>499</b>	<b>533</b>

#### Notes:

- Income in 2023 was in line with 2022, which was the first year where we saw a full recovery from Covid
- The hire of facilities continued to be an important income stream but will be impacted going forward with the loss of the Best Parties income.
- There will be a further reduction with the halting of the hire of the astro turf to a football league to ensure the hockey section's time on the astro is not compromised. However, this has been more than replaced by the rental income from Padel Tennis going forward

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 2023 each section generated.

These were in line with 2022

£000s	Hockey	Rugby	Squash	Cricket
2023	117	52	32	27
2022	119	78	31	25

### **Central club operation cost summary from accounts**

The main costs of the Club were :

<i>£'000s</i>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<i>Bar stock</i>	82	66	39	108	105
<i>Bar staff</i>	69	67	61	66	81
<i>Ground staff</i>	23	35	36	50	50
<i>Admin staff</i>	24	26	24	29	10
	<b>198</b>	<b>194</b>	<b>160</b>	<b>253</b>	<b>246</b>
<i>Utilities</i>	47	39	53	61	92
<i>Club maintenance</i>	41	80	56	82	48
<i>Cleaning</i>	15	11	7	18	19
<i>Professional fees</i>	18	11	11	11	11
<i>Others</i>	30	29	38	125	68
<b>Total costs</b>	<b>349</b>	<b>364</b>	<b>325</b>	<b>550</b>	<b>484</b>

#### **Notes**

- Bar costs and staff costs are in line with 2022 as is the bar income
- Club maintenance costs were reduced as 2022 included an upgrade of the club's roof
- Other costs have reduced as 2022 included a one off accounting (non cash) adjustment in relation to the reconciliation of the AstroTurf sinking fund, which is now managed within the organization/club by the hockey section

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. Cricket and Rugby costs for grounds maintenance are also offset by grounds hire.

#### **Cash reserves**

Hockey section now manage and maintain the Astro fund and receive all the income from the hire of the hockey AstroTurf. As at 2023 the Astro fund account stood at £104k (a small increase on last year)

As at 2023 the total cash reserves across the Club and the sections was £347k (up from £254k in 2022), inclusive of the Astro 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. This is now under the management of the hockey section.
- The sections also manage their own accounts with various banks
- TBC



***Borrowing request approvals required in general meeting***

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

***Accountants appointed for preparation 2023/24 Accounts***

HWB are appointed to prepare the 2024 Accounts.

**Nigel Le Bas**

**Finance Director**

## Central Operations Report

The budget set for 23/24 anticipated many known and potential decreases and increases in various income and cost lines. However as always when conducting significant and varied operations; things happen. We try to be fleet of foot in managing a breakeven position centrally, so that sections have the resources needed to grow and protect their membership. We can't however neglect essential infrastructure and try to be optimal in our application of the **My Sport our Club** principle.

### Central Operations Performance against budget (rounded)

	Budget set £	Actual £	Variance £
Clubhouse & Bar Income	238k	215k	23K less than budget
Cost of Sales	200k	190k	10k better than budget
<b>Surplus</b>	<b>48k</b>	<b>16k</b>	<b>32k less than budget</b>
Other Running Costs	287k	279k	8k less than forecast
Other Central Income	256k	255k	1k better than budget
Deficit	31k	24k	7k better than budget
<b>Overall Central Operations Surplus</b>	<b>17k</b>	<b>(8k)</b>	<b>25k less than budget</b>

\*NB not a full company P&L or prepared accounts which will be completed by our accountants

\* excludes Padel income given in advance of operation

### Financial Performance Headlines

Bar income decreased against 2023 by 22k, a budget was set hoping we could cover the anticipated loss of Wednesday night football sales with increased trade from other sources, however other issues such as winter cancellations did not see this materialise and we underperformed budgeted expectations by c£23k. The cost of staff and stock was better than budgeted, to the tune of c£10k. This demonstrates some learning being implemented on the purchase of goods but within that staff costs were £15k higher. Overall, the bar trading surplus was therefore c£32k less than budgeted. Recognising this trend was part of the reason for restructuring the management of the bar and catering in year.

Overall, other central income (non- bar) was in line with the budget set. However, club subscriptions were down against 2023 (despite holding the club subscription rate from the previous year) with the exception of rugby; and we have to get behind and address the reasons for this to ensure it is not a critical trend. We have also now begun to lose substantial income from the best parties, but are receiving the planned monies from Padel Stars. Moving forward we must take opportunities for new income streams and ensure we make the most of existing touchpoints. Regretfully we have taken the decision to increase U 18 subscriptions from next financial year to be more in line with those that are older pay.

We do all we can to manage the burden of central operating costs. Overall operating costs, (non bar) were down by £14k over 2023 demonstrating active management.

Energy costs however remained high due to the brokering of a rate (under advice last year) which is now high against the market norm. Hence, we spent nearly £95k over the year some of which gets passed over to the sections increasing their operating costs substantially. It is forecast that this incidence of cost will reduce as a new rate takes effect within the next financial year. We are also only spending money on maintenance which is essential due to plans for a new clubhouse. This is not sustainable over the longer term. A new clubhouse would avoid the latent future need of repairs and be much more energy efficient; it is therefore essential that we progress plans.

### **Of Note**

The biggest challenge of the year was when James Laird stepped away from being a director; and his lead role in managing operations. While known from the outset that it was going to be difficult to ask a volunteer to keep up his level of attention and application we really benefitted from his work. His loss however demonstrated we could not just leave the role completely open. In conjunction with this the bar and catering arrangements weren't performing as planned so we rejigged our role requirements and employed Russ Berry to manage both overall operations and the bar and catering offer. This took effect after the busy winter season and Russ seems to be settling in well. Please work with him and make his role the success we all need it to be.

Before and during this transition we had difficult water quality and fire risk assessments to mitigate and this work is ongoing while keeping in mind our intention to rebuild.

We spent less than we budgeted on maintenance and repairs £23k v £27k however that meant considerable patching rather than fixing and given the need to constantly replace essential day to day equipment I don't think we can expect to keep costs that low, previous and recent years have seen costs nearer c £80k

Parking on the lane to and from our facilities that is related to football matches remains a safety risk and an inconvenience. Some steps have been taken to lessen this and more are planned in conjunction with King Edwards School. They are also working with us to stop water run-off from their grounds causing potholes and in extreme times flooding.

150 celebrations got off to a flying start in the summer with a well-attended dinner dance. It was fantastic to see all the sections mixing and thoroughly enjoying themselves. This must demonstrate the benefits for further joint events. More celebrations are planned particularly during September and of course the actual 150<sup>th</sup> year runs until the same month next year.

While on operations all members can do their bit in managing costs whether that be turning of lights or taking care of the fixtures and fittings. Thanks go to Russ for organising in August, a volunteer group to give the place a bit of TLC. The group's work is and should be more fully appreciated.

## **Bar & Catering Offer**

### **What we are doing, having heard from members and guests**

Since taking on the management of the club and its facilities, I am striving to improve the quality of the food offering to the supporters and guests, as well as meeting our member needs.

With help from a small army of volunteers over two weekends, the bar areas have been deep cleaned. Hanging baskets have been added, kindly sponsored by one of our members. Small improvements that are hopefully making a big difference.

After an initial year with Carlsberg, we have now signed a three-year contract, which is keeping our prices lower than local competitors.

I have made contact with our local Coca-Cola representative, and they are keen to upgrade our bar fridges and glassware free of charge. They will also provide discounts through our existing supplier.

I have introduced the warmer cabinet providing a range of pasties, sausage rolls and slices, available Thursday to Monday. This is enabling the bar staff to serve, whilst the kitchen is concentrating on match meals. In the first month, it has been received well.

We have employed a new Kitchen Hand/Cook, working Thursdays to Sundays. I am hoping she will improve the productivity of the kitchen, but it is still early days. She has been enrolled in an apprenticeship scheme, fully funded by the government. Ideally, I would like to encourage apprenticeships for the bar staff too, to help build the customer-centric culture we want.

I am actively looking for new users of our facilities and additional sources of income that does not distract from our members and their core time. Lyn has introduced a dog training academy, who use the function room every Thursday evening. We have held many social events for outside sporting clubs, and we have future bookings for other users.

I am committed to improve communications between all our sports, which in turn will bring the various sections closer together and will ensure that the bar and kitchen facilities are available when they are required.

I want to make the club a place where people want to spend time, not just play their match and eat, then disappear elsewhere.

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”*

**Russ Berry**  
**Manager**

## **Grounds Report**

Firstly, I must start with a big thank you to our grounds team of Dave and Tim who look after our grounds and do everything possible for sports to be played by members whatever the British weather throws at us.

The main developments on the grounds are that:

- We continue to 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. This should result in a renovation fund to repair the second team rugby pitch but also a tractor and other equipment to be used across the whole site. Whilst painfully slow we continue to work to that end with the RFU and the Football Federation?.
- The new costs allocation model implemented in 2022 has continued and become more precise in its setting, with significant monies paid by the rugby and cricket section towards the upkeep of the grounds.
- With a lot of work being undertaken this year that impacts the grounds (removal of the trees, installation of padel courts, new nets being built and temporary nets being placed on the grounds), the grounds team have had to react at short notice to work around these works. This has needed a proactive approach aided by the new Trojans Manager Russ Berry

**Stefan Hargrave**

**Director leading on Grounds**

## **Future Clubhouse Development**

Last year this report stated

‘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.’

“Yes” I have heard some say “but nothing will ever happen...”

Well actually, it is.

If you look out the club bar, the clearest sign of change is that the conifers planted in the 70s or 80s have been removed, and suddenly the whole place feels larger, lighter and warmer.

Two new sports facilities have replaced them, a new set of cricket nets, two lanes, fully enclosed, and as I write this two padel courts are being played on under floodlights, and 4 more are having the foundations completed ahead of the 10m high roofing being put in. This is going to be a fabulous, professionally run and exciting sport in addition to the others that exist at the club. It also provides a significant annual cash boost.

As well as this a spare piece of land on our Hardmoor site has recently had developed on it (at no cost to us) a fitness facility, which will generate additional income. It is already proving popular and has provided further car parking.

These are some of the early stepping stones towards a new clubhouse; building an income base and generating a more consistent footfall.

The padel courts in particular show we can take big steps quickly. Our first contact about any padel was in May 2022. Within 30 months there are people playing at Trojans.

We have not stood still with our clubhouse development in the last year and have a working group made up of people that have volunteered to be on it.

We will shortly reaching out to constructors for a partner to work with us on the development, and are finalising the documents with the details of the technical requirements that companies will need to give a sensible price, such as mechanical and electrical designs, drainage requirements, fire safety actions, and ground conditions.

We’ve currently secured around £825,000 of grant funding and are working on more, which is amazing. That sum is probably enough to build the structure of a clubhouse and we have in principle the opportunity to borrow commercially to fund a considerable sum to fit it out. Such funding would of course come with attendant annual costs that requires serious consideration before we were able to commit to them

So, the next challenge is to concentrate on the best way to fully fund and then build the clubhouse. Our advice is that whilst the opportunity for commercial loans exist, a much better solution is for members to invest in the future of the club, by loaning or donating money. We are shortly to send

out details of these opportunities and the returns/rewards that are available should you choose to invest.

Other clubs have successfully raised significant sums, and we are larger and better supported than many of those clubs, so please review the documents when they come out and think about how you can support us, and potentially this time next year, we could have a new clubhouse. This might seem unlikely, but look out of the bar, and see how much has changed in the last year.

What was clear from the responses to the planning application was that whilst the club desperately needs a new Clubhouse, we must maintain the ethos, operation and feel of this locally unique club. Part of that is keeping members past and present invested in it

Thank you

**Campbell Williams**

**Director Leading on the development of the clubhouse**

## **Cricket Section Report 2024**

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

A regular 4<sup>th</sup> 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 to be a core part of the section's plan to grow and maintain cricket at Trojans.

2024 was an exceptional year for cricket, it's best for a long time. All 4 teams were pushing promotion in their respective leagues until the end of the season. The 1<sup>st</sup> and 4<sup>th</sup> team finished as champions and the 1<sup>st</sup> team will now play Southern League Division two for the first time in c.10 years.

We also hosted the MCC as part of the club's 150<sup>th</sup> celebration which was a success and was well recognised by the MCC who kindly provided us with a plaque to mark the occasion.

In addition, women's cricket continued to grow. The W-10 softball team have seen an increase in numbers and are regularly taking part in tournaments and festivals over the summer and we have established 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 of Hardmoor, which we have been able to use for senior, junior, women and girls cricket across the summer.

The section worked hard to help facilitate the new nets on the main ground, which we managed to secure £20k from the ECB for and we now have 2 secure net lanes which we hope will generate further income and members.

### **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 additional equipment for the junior section required as well as the new cost of funding a portion of the club's ground costs.

**Nigel Le Bas**

**Cricket Chair**



## **Hockey Report 2024**

On the pitch looks very encouraging coming into the new season. Both ladies and men 1st teams consolidating positions in their leagues, and indeed, they will want to pursue promotion. With some rejigging, we have ex- players at the top of the coaching tree, and this strong identity is providing very good foundations. We have a larger committee which is enabling us to cover more areas, including attacking some IT challenges. England Hockey insist we chose from their preferred CRM platforms. We know cricket and rugby have worked with Pitchero, but we chose Teamo. Whereas it provides some good contact tools, it does have shortcomings, and only because we have Dave Henderson, Shaun and Elaine Barriball, are we able to navigate system, modify it, and in fact have the system designers willing to engage with us directly. To streamline working with the broader Club, we have also moved to Xero Accounting software, and mapping Teamo onto Xero to optimise our financial control and efficiency is a challenge we hope to be winning.

The administrative burden of complying with EH regulations also require a great deal of work. Huge efforts from Jock McMorran and Abigail De Souza (Welfare) have resulted in the renewal of our Clubmark accreditation.

With a couple of local rival clubs having issues, it is imperative that we maintain our momentum. Indeed, these clubs, where schools have announced changes in uses on the pitches where they play, highlight the uniqueness of Trojans having it's own pitch and clubhouse. The business plan submission to the club shows the work we do to generate the money we need to relay our pitch. With rising costs, we believe £360,000 is required every 12 years, and hence our target is that with the club, £30,000 is set aside each year to build the fund each year to hit this target.

This plan maintains the position, but we have to grow. Richard Roberts and Julia have led an excellent campaign to secure sponsors, so we have been able to invest in coaching, and hopefully will secure the services of an overseas player to boost both play and coaching, and support our phenomenal bank of junior hockey players, including 4 young players who have made the England team in their respective age groups.

We look forward to the club redevelopment as yet another step towards securing our Trojan Hockey for the next 150 years

**Simon Gibbons**

**Hockey Chair**

## **Rugby Section Report 2024**

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 both 2's growing. Furthermore, a real success has been that we have been approved by the RFU for U18's to play both men and ladies rugby which has significantly helped the seniors and is showing more actively the path players have from joining in the under 6's through to representing the senior section and then... joining walking rugby which is now an integral part of the section.

The walking rugby is now routinely playing fixtures, festivals and leading the way in socials!

On the youth side, the successful set up continues to attract players across all the ages with increasing numbers especially across the girls and juniors. Our volunteer youth committee has continued to grow in both experience and size with more volunteers helping the section grow.

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

We would also like to congratulate everyone who alongside representing Trojans also represented Hampshire, youth academy programs (LSC, DPP, PDG and club academies).

**Stefan Hargrave**

**Rugby Chair**

## Squash Section Report 2024

### Invest and Maintain

We started in September 2023 with the maintaining of the courts, the bi-annual court painting and investments in CCTV (with live and playback facility for all members), and we have just completed the court sanding program. Further investments this year will take place in;

- New fans for court 5 and 6
- New TV for squash reception area
- New entrance system to squash area

### Play

We continue to offer to our players a range of events and in 2023/24 we introduced;

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

### Membership and participation

Disappointingly, we have had a reduction in members this year, from 203 to 179. Participation was still the same. We will be looking to increase this by investing in social media coverage and improving some of our coaching areas, including junior and racketball.

### Team Results

The teams were all successful this year as summarised below, and we will continue with these teams, adding a third racketball team.

Team Name	League	Pos
<a href="#">Trojans 1</a>	<a href="#">PREMIER DIVISION</a>	3
<a href="#">Trojans 2</a>	<a href="#">PREMIER DIVISION</a>	8
<a href="#">Trojans 3</a>	<a href="#">CHAMPIONSHIP</a>	7
<a href="#">Trojans 4</a>	<a href="#">DIVISION 1</a>	3
<a href="#">Trojans 5</a>	<a href="#">DIVISION 2</a>	7
<a href="#">Trojans 6</a>	<a href="#">DIVISION 3</a>	3
<a href="#">Trojans Vets 1</a>	<a href="#">VETERANS PREMIER</a>	4
<a href="#">Trojans Vets 2</a>	<a href="#">VETERANS CHAMPIONSHIP</a>	5
<a href="#">Trojans Vets 3</a>	<a href="#">VETERANS DIVISION 1</a>	2

[Trojans Ladies](#) [LADIES CHAMPIONSHIP](#) 1

[Trojans](#) [RACKETBALL](#)  
[Troupers](#) [CHAMPIONSHIP](#) 3

[Trojans Tigers](#) [RACKETBALL PREMIER](#) 2

### **Competitive squash**

The winners of the key tournaments this year were

Club Champion	Karl Bushby
Vets Champion	Kevin Harris
Racketball Champion	Karl Bushby
Junior Champion	Aidan Horgan
Squash Doubles Champions	Sam McCarthy & Callum Greasley
Racketball Doubles Champion	Callum Greasley & Etienne Rademaker

### **150<sup>th</sup> year**

Our 150<sup>th</sup> exhibition between world number 2 and 5 was a huge success. 90 people attended to watch, 15 juniors played prior to the exhibition with them and the bar was full. We also had 6 tables at the 1<sup>st</sup> 150<sup>th</sup> dinner and have a table at the rugby dinner.

**James Laird**

**Squash Chair**

## Your directors

Nov 2023- Nov 2024

Name	Current Role	Board Attendance Record (Oct23-Oct 24) X meetings	Payments or Expenses	Start Date as director	Proposed next rotation point (potential re-election point)	Notes
Mike Watts*	President & Chair of the Board*	Full attendance	Nil	2018	2025	Max 2027
Nigel LeBas* #	Finance Director*	6/8		2019	2025	Max 2028
Campbell Williams	Director, Vice Chair 22/23 **	7/8		2018		3 <sup>rd</sup> and final term to 2025
Simon Dancer	Director, Lead for Future Development	Full attendance		2018	2026	
Mike Murray	Director,	Full attendance		2021	2024	3 <sup>rd</sup> and final term to 2025
Stefan Hargrave ***	Director, Lead for Grounds	5/8		2021	2024	2 <sup>nd</sup> term until 2026
Piero Perera	Director	3/8		Feb 2022	2025	
Kae-Ley Morris	Director	5/8		July 2023	2026	
Richard Congreve	Director	5/8		July 2023	2026	
<i>Carl Hunter</i>	<i>Director and co sec</i>	<i>3/3-</i>		<i>July 2024</i>	<i>2027</i>	<i>Needs to be confirmed at AGM</i>

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

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

\*\*\* Chair of Rugby

# Chair of Cricket

### **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 ratified at 2023 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 Director; Carl Hunter

Carl is also Company Secretary

General Meeting asked to re-elect Stefan Hargrave & Mike Murray for further terms

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

James Laird stood down as a director at the beginning of 2024

### **Other Board Attendance**

Section Chairs who aren't/ do not wish to be directors (Simon Gibbons & James Laird) 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.*

There is nothing new to report