

**Twickenham Rugby Football Club Limited
Minutes of the Annual General Meeting
TRFC Clubhouse, Parkfields, South Road Hampton
8pm Wednesday 13 September 2017**

27 Members were present which constituted a quorum for the meeting. In the absence of the Chairman, Martin Taylor Gary Archibald was elected Chairman of the meeting.

1. Apologies for Absence

Martin Taylor
Siobhan Gamble
Kevin Hyde
Amelia Harwood
Sean Brereton
Louis Haskell

2. Approval of Minutes of Meeting of 27 July 2016

The minutes of the 2016 AGM were approved as a true and accurate record:

Proposed -Ian Leggett
Seconded- Dev Panesar

3. Matters Arising

150th Anniversary-

Tom Moses advised on the following progress.

- 150th Anniversary Ball was very successful
- 150th clothing stash in stock
- Celebration to continue through 2017/18 – the 150th season
- It is proposed to hold an event on Twickenham Green on 29 October 2017 to commemorate first game of rugby in Twickenham on 24 October 1867. Richmond upon Thames Borough Council have approved event and Tom is now handing over organisation of the event to the club. Thamesians and Fullers/Prince Blucher have agreed to support the event.
- Tom has arranged with Sunset and Vine /BT Sport for TRFC to be represented on Monday 25 October at a live production of 'Rugby Tonight' to promote 150th.
- It had been hoped that permission would be obtained from the RFU to play a game of rugby at Twickenham Stadium as had been the case in 1967 on the occasion of the club's centenary. But costs of opening the stadium and security are prohibitive. As an alternative Tom has agreed with Harlequins that they will make 'The Stoop' available for TRFC to play a game of rugby on Saturday 30th December before Harlequins' Big Match 10 which kicks off at 4pm at the main stadium. It is hoped that players will be allowed a 'lap of honour' at half - time in the Harlequins game. Harlequins' Public Relations Officer has volunteered his services to engage with local and rugby media.

- The Club Dinner in 2017 to be 're-badged' as 150th Anniversary Club Dinner.

4. Hon. Treasurer's Report for 13 months ended 30 June 2017

We have had a disappointing financial year posting a loss of £13,321 as compared to a loss of £2,737 last year. This loss represents the consolidated results of Twickenham Rugby Football Club Limited and Twickenham Rugby Football Club (Trading) Limited, collectively still known as Twickenham Rugby Football Club.

Summary for the year:

I talked about the challenging year that the bar operations had last year and that continued into this financial year. Turnover reduced by £24k from last year and is £42k down on what it was 2 years ago. I think Joe is going to reference the difficult current economic climate in his report and that has resulted in us showing a loss for the year. The underlying bar operations themselves are profitable although not to the level the club needs to meet its fixed costs in relation to it. We are working very closely with Dennis to look at ways of increasing turnover and ask for your support in any way you can i.e. drink more!

Catering and clothing both reported profits for the year with thanks to Siobhan, Kathy and the kitchen team. As with the bar, we are looking at ways of increasing the contributions in each of these areas as we feel there is further room for growth.

As with last year, the big highlight for me was the Minis festival, which generated a significant profit for the club. The organisers did brilliantly to retain the sponsor from the previous year and the tournament was even bigger and better. The feedback was very positive and in my opinion this is fast becoming one of the must attend tournaments. A huge thank you to all the organisers and support teams.

Sponsors continue to be an important source of income for the club and I am grateful for their ongoing support. We can always do with more sponsorship so if you are aware of people or organisations who might be interested in sponsoring the club or a specific section or age group then please speak to any of the committee members.

We were just short of £30k on subscriptions this year, which is a fantastic effort with a big thanks to all the age group and team managers who do the chasing. I mentioned last year that there would be wide review of all subs during the year and this resulted in increases in full playing subs to £156 pa and changes to the way family membership works. I will seek formal endorsement for the increase in full playing subscriptions later.

I am very excited at the opportunities that we hope will come from our new floodlights, which are a very impressive addition to our facilities and at a very small cost to the club. I do want to formally acknowledge our gratitude to the RFU, Musco Limited and Clive Chapman Associates for their support in the supply and installation.

Future developments and challenges

The incorporation of the club and transfer of the assets and liabilities was completed during the year, which included the negotiation of a new mortgage as noted in the accounts. The mortgage has a fixed interest rate for 3 years and we may look to re-mortgage again at the end of that period.

I am still in the process of fully embedding the processes and accounting practices for the two companies but this should all be completed by the end of the year. Tim Hodgson has continued to provide excellent support in this area.

Senior subscriptions

Our previous rules stated that “at the Annual General Meeting in each year Members present shall be invited to approve or disapprove the recommendation of the Committee for the Full Membership subscription”.

I have proposed an increase of £12 to £156 in full membership subscriptions for the financial year 2017/2018 and seek the meeting’s approval.

Thank yous

As ever there are too many people to thank individually so please take this as a general thank you to everyone who has contributed this year. We are a club run almost entirely by volunteers and we would not be able to continue without all your contributions.

And finally ...

I have indicated to Joe that after 20 years it is time for me to step aside and let someone fresher and with new ideas take the financial reins. I am pulling together a job description and looking at different ways that the role could be structured. I will continue in my current role until we can identify a replacement (or replacements) but have said that I am happy to provide support going forwards as long as it doesn’t take up so much time!!!!

Questions were then taken on the CFO’s report

The President asked why the house in Coombe Road has not been revalued. The CFO responded that it was not necessary to do so and the property is used as security not a direct source of funds.

Leen Broekhuizen suggested that the quality of the food offer may be a factor in the diminishing bar takings. The COO responded that there are several factors in play here including a cultural shift away from drinking in bars and the way fixtures have fallen- Andrew Goddard and Darren Taylor are reviewing the overall commercial operations of the club including bar, food and merchandising including pricing and quality.

Roger Slater asked if consideration could be given to opening a secondary vehicular access to the club’s ground possibly via Hatherop Park. The Hon. Secretary cautioned against this as Thames Water might then have an opportunity to open the site up for residential development.

It was proposed that the meeting approve the Hon. Treasurer's report.

Proposed by Jim Peters

Seconded by Darren Taylor

Carried unanimously

The proposal that membership subscriptions for senior players be increased to £156 for 2017/18 was put to the meeting.

Proposed by Leen Broekhuizen

Seconded by John Adams

Carried unanimously

Centenary Club

Lynn Monk tabled the accounts of the Centenary Club which showed a current surplus of £5200. Established in the Club's Centenary Year in 1967 the club is fully subscribed with 200 members subscribing £1 per month. Its aim is to provide funds for improvement to clubhouse and grounds. In 2016/17, the Centenary Club provided funds to support the installation of a new boiler.

It was proposed that the meeting approve the accounts of the Centenary Club

Proposed -Gary Archibald

Seconded- Joe Samuel

5. Report by Iain Brown - Head of Senior Rugby

A review of the Senior Rugby Section of the Club covering an eighteen-month period – April 2016 to September 2017, incorporating the 2016/2017 season.

We had a very busy off-season period between May and August 2016 where we introduced changes and enhancements for the 2016/2017 season.

Having struggled to operate and fulfil matches for four regular senior teams the previous season, owing mainly to player retirement/moving away, long term injury and general unavailability, it was decided we would only commit three teams to leagues. The 1s would now play in London 2 South West, the 2s were moved from Zoo Shield 4 to Middlesex Merit 3, the 3s would take our slot in Middlesex Merit 6.

The coaching team, based on player feedback, was reviewed and adjustments made and refocussing undertaken where it was deemed appropriate. All the management team renewed their ongoing

commitment. We established four “Player Clans” each headed by a “Player Chief” and containing up to ten players. Any player could be allocated to a Clan provided they were going to attend above 75% of training sessions and/or confirmed a serious commitment in wanting to significantly improve their rugby skills. The main ideas behind this initiative were

- to enhance and ease player/coach/management communication
- to promote leadership skills in key players
- to increase focus on player responsibility through peer pressure
- to increase the capability and depth of squad

Club Dinner post-2016 season was well attended by around 65 and went well.

Pre-season training ran through July and August 2016 and was well attended.

The 2016/2017 season commenced on 10th September and with the 1s away the third ‘Whole Club Day’ in memory of Andy Rees took place the following week where three senior matches were played at home and was once again a great success in bringing the various sections of the Club together and in raising funds for charity.

The ‘Whole Club Day’ for this new season will be on 23rd September.

Although the 1s were to play a level down from the previous year, with changes in personnel and gameplay we had little idea how we might perform. It turned out to be a rollercoaster of a season with batches of wins followed by batches of losses culminating in a 12 win to 10 loss record; the turning point for play-off possibilities being a heavy loss away at Camberley mid-February. Ultimately, we finished in fifth position level on points with fourth. Using 40 players through 22 league games highlights a strength in squad depth at this level but that we are also still struggling with the consistency of player availability, albeit that some of it is injury related. We lost both of our round one cup matches against strong opposition.

With a full availability of 2s players we felt that MMT3 was perhaps one level too low for this squad. And this initial feeling was justified when we won the first 4 matches. Thereafter, with a combination of regularly losing players up to the 1s, a couple of very close losses and with both London Welsh and London Scottish fielding “higher level teams” for their home matches against us we finished with a 9 win to 7 loss record that was, unfortunately, outside the top four end of season cup competition.

The unfortunate reality of MMT6 is the number of “un-played” matches. The actual league playing record for the 3s was 4 wins 1 draw 3 losses but 10 “un-played” matches, of which we were at fault for only 2 of these, both away. That record gave us an away end of season cup semi-final against West London 2 but we were soundly beaten (we suspect) by West London 1-ish. We managed to arrange a few friendly matches to make up for those league games “un-played”.

In summary, the morale, discipline and team spirit of all teams on the pitch was exceptional. As important, team camaraderie and social activity off the pitch is as good as it has been for a long time. All three teams will remain in their respective divisions for 2017/2018.

The Colts/U17s followed the trend over the past two years and played as a mixed age group at U18s level, unfortunately only able to complete a handful of Sunday matches. However, it is pleasing to note that eight of the squad debuted and played for the 3s/2s regularly through the season.

The fourth annual U23s match was played away at Teddington Xmas 2016 but after a very even first half Teddington were too strong in the second half and won convincingly levelling the series 2/2. We host the fifth match Xmas 2017.

After many years of not having one a group of 23 senior players across all ages and all teams went on a four-night Tour to the Algarve, Portugal at the back end of March 2017. It proved to be very successful and whilst many returned slightly bewildered, we got them all back.

The Club Dinner post-2017 season was well attended and enjoyed by around 70.

Pre-season training once again ran through July and August and we are regularly getting low 30s attending Tuesday and Thursday evening training sessions currently. The physiotherapy team had a change of members but numbers are at an appropriate level to cover all matches.

All three senior sides will have a new, identical, fully sponsored 150th playing shirt for the 2017/2018 season.

Senior players are still well associated with Colts/U17s and Junior teams with the Colts/U17s, U16s, U15s having a senior player as Head/Lead Coach. Senior players and coaches are still readily available to any of the Junior age groups that require their assistance and guidance.

Senior players are currently in discussion about creating a four-player rota to attend Mini sessions on a Sunday to help, assist and support the younger players.

The 1s season has already commenced for 2017/2018 and it has been a solid start at home beating both Hampstead (3rd last year in London 2 NW) in a friendly warm up and Old Tonbridgians (3rd last year in London 2 SW) 31-20 achieving a try-count bonus point.

A very special mention for our 2017/2018 Colts/U17s as they come into the Senior Section. Unfortunately, they had to deal with the death of their Head Coach Terry Clouter in the summer. They have remained very strong as a group of coaches/players/managers/club volunteers and supported Lindsay and the two boys and re-organised themselves, and they should be commended.

Remaining at Division 1 represents a very high standard of U17 rugby and they played their first warm up match of the season on Sunday and beat Esher away 7-31. On the Saturday, two of their squad debuted for the 3s and others will follow this season.

I highlight three of the club volunteers from the Colts/U17s...

Leslie Hill – has taken over the role of Club Referee Coordinator and has already arranged an entry level referee course at the club over the next two Wednesdays of this month for 23 people to add to his growing list of capable internal refs

Mark Harrison - as well as coaching this age group, and playing occasionally for the 3s, has taken on the important key role of Club Coaching Coordinator and presented his thoughts, views and plans to his peers at the end of season Volunteers Recognition Evening

Giles Ward – as well as coaching this age group, and playing occasionally for the 3s, heads up the Girls section...and his review via email is thus;

Numbers to start with were slow.

We reached an average of 7 girls for the season, which is not bad for a newly formed girls team. We played and trained regularly with Grasshoppers and Chiswick. We clustered with them to play Harlequins a few times. Highlight of the season was playing on the 1st team pitch and beating the "mighty" Quins. We finished the season with an All-Girls Festival at Wasps on St. George's Day. Following age grade rugby guidelines there are no winners...however, we finished equal 1st in our final group.

Aims for the 2017/18 season...

Raise numbers to double figures.

Train up at least two new coaches.

Run both U13 and U15 teams.

Play more matches against local sides.

Make the transition from Mini rugby to the Girls section an obvious choice, having just lost two girls to Quins

Andrew Morgan who has recently taken over as head of Junior Rugby reported on the Junior Section

Transition from Mini to Junior Rugby is working well this year with a strong cohort in the U13s both numerically and ability wise

U14s are struggling with numbers with only 8 or 9 players registered to date. They are linking up with Grasshoppers but this is an urgent priority for recruitment

Under 16s Alex Rose has a strong squad of 25 plus as is Tom Foster's group (formerly Will Hay's year group) of 25 plus and it is very helpful and positive having senior players involved in junior rugby

The U17s suffered the sad loss of their head coach Terry Clouter at the end of last season. There remains a strong team spirit within the group's players and coaches and they retained their status in Herts and Middlesex 1. Their squad of 22 players is less than ideal however given the quality of opposition they will be playing.

Leen Broekhuizen reported on the Mini Section

Numbers have increased for the new season.

The Mini Festival on 23 April was extremely successful both organisationally and financially. The membership fee increases have been absorbed with little or no question from parents. The Mini section tour was very successful and exceptionally well organised.

6. Report by Joe Samuels Chief Operations Officer

A busy and successful year for the Club both on and off the pitch. In our first season with our new corporate structure we face some challenges in generating income to cover the Club's cost, but are optimistic with an influx of strong Volunteers in the Club Management Team.

Membership of the Club's Operating committee has been revised and with effect from 1st September 2017 the Club Operations Committee will comprise the following members;

Joe Samuels - Operations Director

Iain Brown - Senior Rugby

Andrew Morgan - Junior Rugby

Leen Broekhuizen - Mini Rugby

Louis Haskell - Club Captain

Brendan Griffin - Membership Secretary

John Adams - Facilities Secretary

Paul Neville - Social and Community Secretary

Amelia Harwood - Club Volunteer Coordinator

Andrew Goddard - Commercial Officer

Kieron Collins - Sponsorship Officer

Darren Taylor - Finance Officer

Gary Archibald – Hon. Treasurer *

Tim Hodgson – Hon. Secretary*

Jim Peters –President*

*Ex-officio

Volunteering

Through various efforts we have sought to grow and better coordinate the volunteer base across the Club. We have a new Club Volunteering Coordinator in Amelia Harwood this season. Thanks are due to Caroline Duncan for her previous efforts.

We ran a successful NatWest Force day around the first Lions Test in June, which resulted in a huge amount of grounds and clubhouse maintenance work being completed. It was also a great "One Club" day, with members from all sections of the Club pitching in together. We hope to continue this with smaller gang efforts during the year, and perhaps another Whole Club day at the end of the season

We ran a successful Volunteer Recognition evening around one of the international matches. The Andy Rees Volunteer of the Year Award was presented at our end of season recognition evening.

This was awarded to Catherine Smith, for her important work as Child Protection Officer for the Club.

Income

Raising funds in the current economic climate remains tough. Income from our commercial operations was down, and we are working hard with support from new volunteers, Kieron Collins, Darren Taylor and Andrew Goddard, to improve the income from those areas. It is important for us to have the Clubhouse busy and earning money for us as often as possible. We finished the season with a small deficit on the year.

We were grateful for the support we were able to get last year for our sponsorship initiatives, which we will be running again for next season, and for the support of our sponsors over the season, in particular The Albany, Mantle FP, Supermassive Games and Maylim Ltd.

Sunshine Cafe (previously Jumping Jacks) has been with us for 4 seasons now, and is a welcome presence in the Clubhouse during the week, as well as providing another income stream

Facilities

We have continued with small, low capital schemes to improve the changing facilities. We managed to carry out a fair amount of redecoration on the Volunteer day in June. The age of the “new” clubhouse is now leading to increasing maintenance costs, which John Adams works hard to contain.

The major Facilities enhancement over the last year has been the installation of competition standard floodlights on the 1st Team Pitch. We will be arranging a number of Friday night floodlit games over the season, which will generate additional income, and importantly comply with our planning consent.

A recent spate of security incidents has led us to review our security arrangements, which is ongoing. We are working closely with the Police to identify the culprits.

Steve Fitzwater and his team continue to do a great job in maintaining the grounds and pitches to an excellent standard.

Membership

Membership has continued to grow, and we will be looking to make a good start to collecting subscriptions as the new season commences. Changes have been made to our membership structure and subscription rates to improve income, and to check our competitiveness with other clubs in the area.

A major piece of work has recently been completed cleaning up our data on the RFU GMS system, bringing it up to date and more representative of our club.

Social and Community

The events calendar has grown steadily and this season included the Minis and Junior Tournaments, Rugby St Andrews, and the supersized 150th Summer Ball. We have partnered with the Shooting Star Hospice as our charity for our 150th season celebrations.

Club Development and the Development Task Group

The DTG has done a fantastic job over the past 3 years in proposing and driving initiatives to take the Club forward. Many of its members have now gone on to take on key roles in the Club, and the time will be right in the next year or so to identify new members to comprise a new DTG.

It was proposed that the meeting approve the Chief Operating Officer's report:

Proposed; Gary Archibald

Seconded: In Leggett

Approved unanimously

7. Tim Hodgson presented the Hon. Secretary's Report

Club Governance

Preliminary discussions have taken place with the Landlord, Thames Water who have indicated in principle that they are prepared to extend the term of the club's lease which currently expires in 2045.

Documentation has been agreed for consent to assign the lease to TRFC Ltd and for the floodlight installation.

It is important that members are aware of the conditions attaching to the planning consent for the floodlights in particular the limitation on evening use to 10 Fridays in each calendar year. It is intended that the club will seek to extend the permitted times once we have gone through a 'bedding in period'. Discussions are ongoing with the RFU to hold an inaugural event on Friday 17 November.

Safeguarding

Cath Smith is doing a fantastic job as Club Safeguarding Officer and we are very fortunate to have her. However, she cannot and nor should she be expected to manage the whole process herself and she must be supported by all sections of the club. The RFU are taking a 'zero tolerance' approach to safeguarding in terms of record keeping and the follow up of any reported incident. There is no discretion given to clubs in this regard and we must follow the established processes without question.

Game Governance

The club maintains regular contact with the RFU and Middlesex CB. We are in the process of obtaining RFU reaccreditation which is now a pre-requisite for eligibility for financial support.

The RFU is putting their Game Management System (GMS) front and centre of its relationship with clubs and it is becoming imperative that information regarding safeguarding, concussion awareness, coaching qualifications and playing fixtures (which now have a direct bearing on the calculation of

international ticket allocation). It is no longer reasonable or feasible for one person to have responsibility for updating GMS and responsibility will in future be delegated with Brendan Griffin responsible for monitoring. This is a key target for 2018/19.

Although the RFU is a large and frequently bureaucratic organisation it must be recognised that it has been very well disposed towards our club particularly in the provision and installation of floodlights and the support it gave us in the process of incorporation.

It was proposed that the meeting approve the Hon. Secretary's report:

Proposed; Gary Archibald

Seconded: Ian Leggett

Approved unanimously

8. Appointment of Officers

Notification was made to members on 25 August 2017 that the Directors and President of TRFC Ltd would be presenting themselves for re-election at the meeting. No alternative nominations were received and accordingly it was proposed that the following officers be re-elected 'en bloc' for the period up to the Annual General Meeting in 2018.

- President- Jim Peters
- Chairman- Martin Taylor
- Chief Operating Officer- Joe Samuels
- Honorary Treasurer- Gary Archibald
- Honorary Secretary- Tim Hodgson

Proposed Iain Brown

Seconded Ian Leggett

Passed unanimously with the exception of one vote against the re-election of the President.

9. Any other business

- The Club President and Club Board proposed that the following members be appointed Vice-Presidents in recognition of their service to the club
Mae Fisher
Harry McGarry

Paul Rose

The meeting was also invited to note that Andrew Morgan and Marcelle Hill had been appointed Vice-Presidents in May 2017 in recognition of their services to the Mini Section

Proposed Jim Peters
Seconded the Club Board

Approved unanimously subject to one abstention

- The President encouraged members to attend the lunches arranged before each First XV fixture at a cost of £10 per head.
- Paul Neville reported that a total of £4920 had been raised for Shooting Star during the year which with Gift Aid grossed up to a total of £6125

There being no further business the meeting was declared closed at 10.12 pm.