

# **TRING RUFC**

**ANNUAL GENERAL MEETING**

**- 14<sup>TH</sup> JUNE 2018**

# WELCOME

## AGENDA

1. Welcome
2. Apologies for Absence
3. Minutes of the last meeting
  - 3.1 Matter Arising
  - 3.2 Acceptance
4. Final Accounts for 2016-17
  - 4.1 Adoption of Financial Statements – 31st May 2017
  - 4.2 Appointment of Auditors
5. Projected 2018 Out turn
6. Chairman's Report
  - 6.1 2017-18 Achievements
  - 6.2 2018-19 & Beyond
7. Section Reports
  - 7.1 Seniors – Director of Rugby
  - 7.2 Minis & Juniors – M&J Chairman
8. Resolutions
  - 8.1 Joint Chairman
  - 8.2 A new Executive Committee Structure
  - 8.3 The formation of a Constitutional and Governance
  - 8.4 Review committee
  - 8.5 Approval of Subscriptions for 2018-19
8. Election of Officers
9. Any Other Business
- Close
11. President's Address

# 4.1. Adoption of 2016-17 Accounts

## 4.2. Appointment of Accountants

# FINANCIALS

# BACKGROUND

**‘on field’ has been a success, but to be maintained we need to focus on ‘off field’**

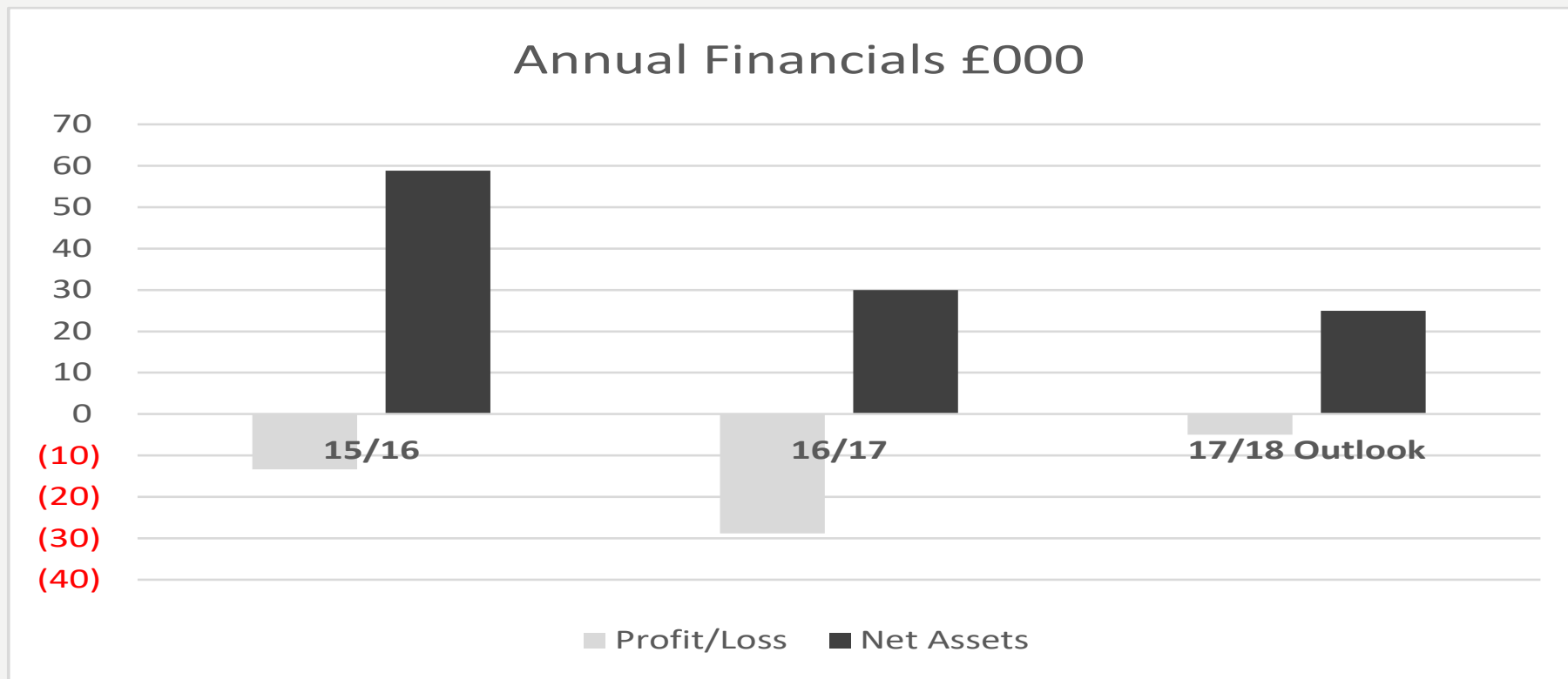
- The club has made losses in the last 2 completed years
- It is expected to make a small loss in Year ending May 2018
- Net assets are below £30k
- Cash in Bank is below £10k while current assets do not comfortably exceed current liabilities
- The club is flirting with insolvency and over dependant on benefactors’ contributions and loans

# OFF FIELD

**Consecutive losses see a declining net asset balance**

**Based on available data, Outlook for 17/18 is a small loss**

**This needs to be 'turned round'**





# ISSUES IDENTIFIED

- **Increased match-day and training costs**  
(£95k in 15/16, c£120k in 17/18 & 18/19)
- **Budgets need to be agreed and adhered to**
- **Control of operating costs**
- **Revenue streams difficult to control and predict**
- **Unpredictable regulatory environment**

# GOING FORWARD

- The club is at risk of ‘worst case’ scenario (insolvency)
- Members need to decide how the club operates financially in order to keep it financially secure.

## Simple options are:

1. Members contribute sufficient funds to ‘top up’ club cash balances to safe levels OR
2. The club is run on the business principle of operating at a profit, with revenues exceeding costs

# THE FOLLOWING STEPS ARE REQUIRED

## Regardless of which option is chosen

- Budgets agreed with key decision makers and enforced
- Improvement of systems to enable more frequent reporting (ideally monthly)
- Correct itemization of costs in purchasing, budgeting and financial reporting
- Minimum cash balance of £7.5k and positive current asset balance maintained
- Strict cost control, with those who spend without appropriate authorisation from treasurer held personally liable

# NEW FUND RAISING INITIATIVES FOR APPROVAL

## Proposed

- Match day spectator admission (Programme charge included)
- Match day player levy to cover minor expenses

## To be considered

- One-off contribution from members

## To be reviewed

- Bar prices

# SUPPORT IS NEEDED

The club is ambitious on the field, but this requires support off the field

- Sponsorship
- Social events
- Volunteers

# FINANCE INITIATIVES

## 1. Bar Controls & Processes

- Exploit on line tills
- Separate “wet” & “dry”
  - 4 Stock takes/ annum;
  - Daily cash sheet & Wastage report

## 2. Cost control – procurement, expenses & bill payment process

- Budgets to be agreed pre-season with appropriate owners
- Individual / personal liability
  - Suppliers paid - only after validation & authorisation
  - Paying into Bank - using the proper process

## 3. Monthly instalment payments – add a small premium

## 4. International Tickets – new process

## 5. Review of Income streams for Tax Efficiency

# 6. CHAIRMAN'S REPORT

# 5 Year Plan

Alistair Langan



# 5 YEAR PLAN PROCESS

- 1) We are in process of creating a 5 year plan for Tring rugby through consultation with multiple groups within the club and outside
- 2) We have launched a survey to ensure all members are heard and we can ensure the plan is what the members want the management committee to execute against
- 3) The plan will have 5 main sections:
  - Playing & coaching
  - Finance & Governance
  - Marketing & Communication
  - Revenue & Sponsorship
  - Facilities and development
- 4) The survey results are summarised on the following slides and a draft plan will be ready to put to the members before September. This will not have all the answers at this point but will identify the key priorities to work on going forward.

# SURVEY RESULTS



- 168 responses - 128 male and 37 female (3 not answered)
- Good spread of areas represented (note multiple selections were permitted)
  - Player 34
  - Parent 86
  - Volunteer 58
  - Supporter 60
  - VP 22
  - Coaches 16
- Net promoter score is 49.09 - how likely is it that you would recommend Tring Rugby Club
  - Promoters 100
  - Passive 46
  - Detractors 19
  - Skipped 3

# SURVEY - DO YOU AGREE?

91% think it gives kids a great start in life.

90% of people feel proud to be part of the club.

84% think the club makes a positive contribution to the community

80% think it offers the highest standard of rugby in the area.

80% think it needs to adapt to survive.

44% think it is 'going places

# KEY PRIORITIES



- The areas that we asked for feedback on were:
- Only the senior team and coaching are up to the wanted standard and should be congratulated.
- Everything else is below expectation but Professionally ran club and one club camaraderie have the biggest gap and are priorities to improve
- The top 3 wanted priorities are Inclusive M&J, One club camaraderie and new players taking up rugby
- However Senior team , academy and coaching drop down the priority.
- Parking, social events and facilities are low priorities

Successful senior team
Successful Academy
Inclusive M&J
<b>Professionally ran club</b>
Pathway academy to senior Quality pitches quality training equipment Social facilities
Senior coaching
M&J coaching Club communication
Parking Social events
<b>"One club" camaraderie</b>
New players taking up rugby

# 5 YEAR PLAN DRAFT TO ADDRESS THE SURVEY



## **Vision -**

To ensure Tring Rugby Football Club is the best sports club for everyone in the community.

## **Mission –**

To create one club with the right spirit to attract new players, to continue the senior success and have an inclusive M&J section

# 5 YEAR PLAN DRAFT TO ADDRESS THE SURVEY



TringRugby

## **Short-term Goals (Within 12 Months):**

**Constitution** – we need to develop, release and have approved a constitution for all.

**Finance** - we need annual budgets, regular updates on income/ expenditure and financial process put in place to stabilise our finances

**Facilities** – Refresh and upgrade where possible to avoid them looking worn.

**Playing** – Upgrade training lights to alleviate wear and tear on certain areas of the fields.

## **Medium Term Goals (1 to 3 years):**

**Clubhouse redevelopment** plan to meet needs of players, spectators and visitors.

**Playing areas** – Upgrade significantly to meet the growing clubs needs.

**Continue refurbishment** of clubhouse/ changing rooms/ gym.

**Create a “Financial Buffer”** so if hard times come, we have something to fall back on.

## **Long Term Goals (3 to 5 years):**

**Identify and acquire additional land** to develop into playing areas.

**Clubhouse redevelopment plan** actioned to meet needs of players, spectators and visitors.

**Playing areas** – complete the upgrade of existing areas.

# CURRENT DRAFT PLANS AVAILABLE



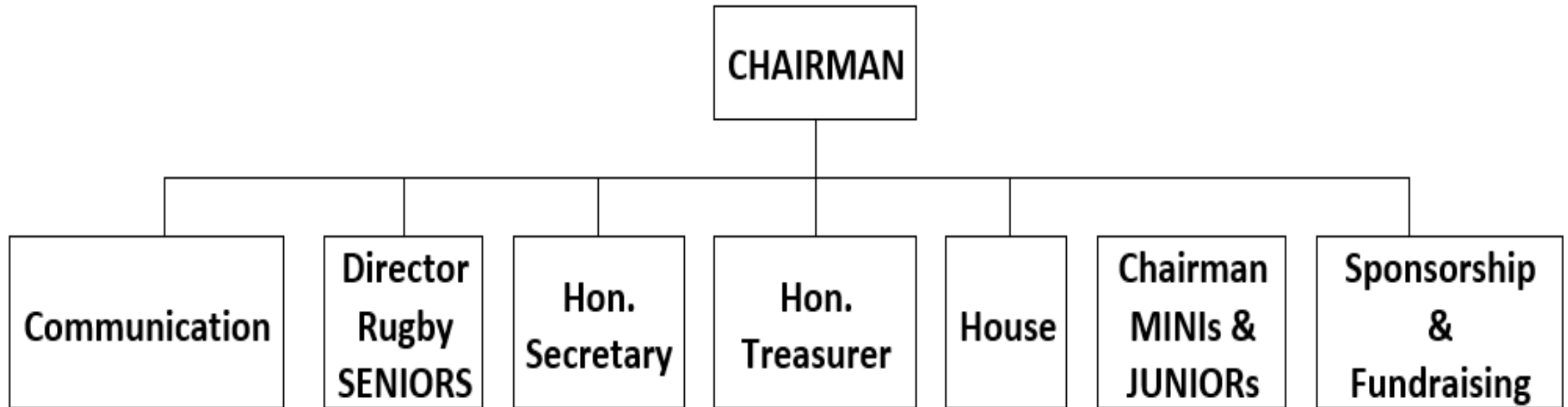
- History and context of Tring Rugby Club - Simon Mann
- Digital and coms plan – Peter Walter
- Sponsorship strategy – Andy Lowe
- Tring Charter – Rory Wood
- Management committee structure – as at AGM this evening

## Work in Progress:

- Finance structure and budgets – Hugh Logan
- Fund raising plan – TBC (Mel Miles has started)
- Revenue Generation – TBC (Peter Borg Neil and Andy Tidey have started)
- Playing and Coaching – TBC (Currently rated good in survey)
- Facilities and development – TBC (Previous work in place on development)

# Organisation Structure





### Chairman

- Committee Operations
- Strategy / 5 Year Plan
- RFU & Herts Representation

### Director of Rugby

- 2 x Assist. DORs (new)
- Head Coach
- 1st Team Manager
- 5 x Senior Coaches
- 3rd/4th Team Manager
- 4 x Team Captains
- 3 x Physiotherapists

### Hon. Treasurer

- Head of Finance
- Management Accounts
- Book Keeper
- Invoicing
- Liaison with Accountants
- **Membership Secretary**
- **Credit Control**
- **Procurement**

### Hon. Secretary

- Admin Assistance (to Chair)
- Admin (Meetings)
- **Membership Secretary**
- Communication
  - Club to Club
  - RFU & Herts
  - Exec Committee
- Licenses
- Disciplinary
- Compliance

## Chairman Mini's & Juniors

- Min Section Head
- Junior Section Head
- 10+ Heads of Age groups
- Safeguarding
- Fixture Secretaries
- **Registration Secretary**
- Safeguarding (DBS applications)
- First Aid Key Contact
- Festival Organiser
- Tours Organiser
- **Welfare Secretary**

## Communication

- **News hound – all sections**
- Head of IT (Website & Tech)
- Outbound Communication & Social Media
- **Events**
- **Marketing**

## House

- Head of Grounds / Facilities
- **Head of Catering / Facilities**  
(Both incl. Health & Safety)
- Insurance
- Contracts

## Sponsorship &

## Fundraising

- **500 Club / Lotto**
- **Marketing**
- **Events Manager**
- **Retail – online**
- **Retail – shop**

# Sponsorship

John Ball

# SPONSORSHIP

## **WANTED** – **Head of Sponsorship and Fundraising**

### **Current team to:**

- Deal with Advertising boards / Match day sponsorship & programme / Player sponsorship
- Engage with major sponsors

### **We have:**

- Current marketing information
- Some great ideas from a small amount of people

### **We need:**

- To update the marketing information
- Volunteers – from all club sections
- Leads for potential sponsors

**The committee will back you up**

# 7.1 SENIORS

# SENIOR RUGBY

- Highest finish ever for 1st team
- 2nd team up 2 leagues finished 5<sup>th</sup>
- Academy target of 6 to play regular seniors
  - Achieved
  - 2nd in league.
- 3rd team promoted
- 4th team promoted

# SENIOR RUGBY



## Future plans

Director of Rugby



# 7.2 MINI'S & JUNIORS

# MINI , JUNIOR AND YOUTH RUGBY

## AGES 2 ½ TO 18 – THIS SEASON

- 425+ players supported by over 100 volunteers.
- Launched player and parent guide + junior pathway to senior rugby.
- New reversible shirt launched – over 175 sold to date.
- Held successful Tring Rugby summer camp + 2 Saracens camps.
- Held successful annual Mini festival sponsored by David Evans MBE.
- 180 people went to see England at Twickenham + over 170 travelled on the Mini section tour.

# MINI , JUNIOR AND YOUTH RUGBY



## AGES 2 ½ TO 18 – NEXT SEASON

- Next season focus on upper junior section into academy and growth of Junior rugby.
- Next season launch Girls rugby at Tring for U13s

# 8. RESOLUTIONS

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8.1 Joint Chairman

8.2 A new Executive Committee Structure

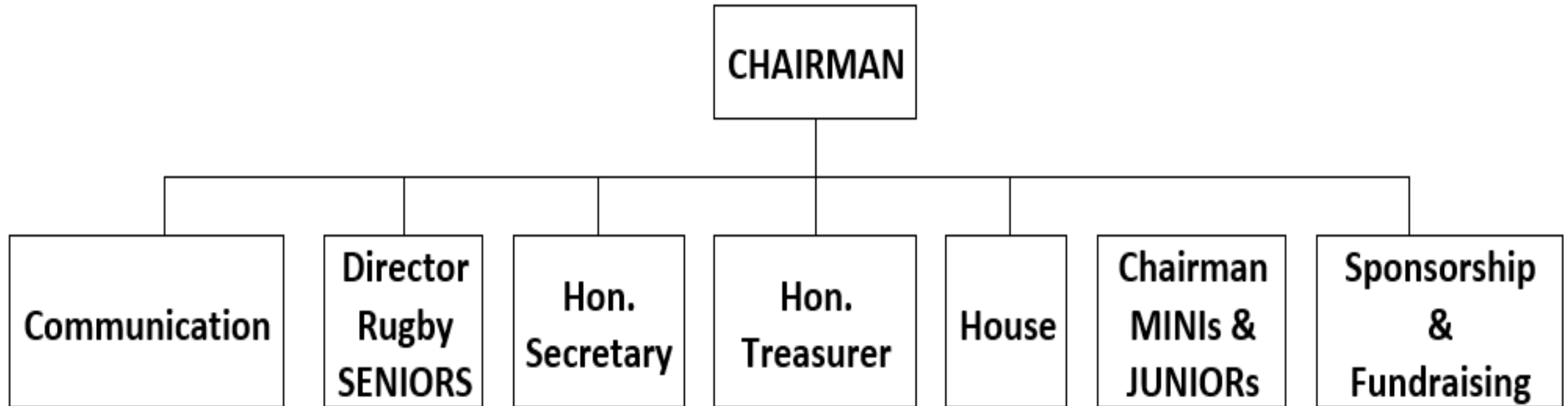
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# 9. ELECTION OF OFFICERS

# 9. ELECTION OF OFFICERS (1)



# 9. ELECTION OF OFFICERS (2)

The formation of a Constitutional and  
Governance Review committee

Approval of Subscriptions for 2018-19



# 10. ANY OTHER BUSINESS

# 11. PRESIDENT'S ADDRESS

# TRING RUFC

THANK YOU FOR ATTENDING  
AGM 2019 – 15<sup>TH</sup> JUNE 2019