



MINUTES OF BOARD MEETING

Monday 16th February 2026

Present: Nick Brodrick (NB) – Chair, Ali Bryant (AB), Rob Burkitt (RB), Robin Causley (RC), Bob Cole (BC), Rob Dickinson (RD), Clive Hayward (CH), Harry Lovering (HL), Michel Thomas (MT), Joe Uglow (JU)
Paul Bastard (PB) – Supporter Liaison Officer, Rick Williams (RW) – Secretary

Apologies: Danni Wyatt (DW)

26/01	<p>Minutes of meeting held on 8th December 2025. The minutes of the meeting were tabled and approved.</p> <p>Minute 25/96(b) – the Complete Amendment of the Rules form had been submitted to the FCA and should be confirmed shortly.</p> <p>Minute 25/93 (b) – JU reported that sales of TUST branded clothing had so far raised £45 for TUST funds.</p>	
26/02	<p>Partnership with TUFC</p> <p>(a) Report from TABMs NB summarised the Club board meeting held on 2nd February as follows;</p> <p>Cash flow has been a challenge for several months and particularly following recent postponements.</p> <p>The Club are seeking to re-negotiate the Sport England loan debt of £600k for Covid support. RC suggested this should be a collective action by all clubs affected.</p> <p>VX3's contract had been renewed.</p> <p>Two versions of the budget for 26/27 season are being prepared based on promotion or not. The board wish to ensure that its representatives are fully involved in such discussions. NB to raise informally with MW/MBC in the first instance.</p>	NB

	<p>The board had previously agreed by Fast track to pay a month's wages of loanee Joe Hatch. Now that written confirmation has been received of the Club's intention to convert all TUST capital contributions to the Club into equity, the funding of the loan of Ed James and the extension of Kieran Wilson's loan was confirmed. RW to write to the Club setting out TUST funds previously provided.</p> <p>(b) Danni Wyatt review of TABM term In accordance with the TABM Policy, Danni's position was reviewed on completion of the 12 month term. It was unanimously agreed to grant a second term.</p> <p>However, the board recognised the need to raise Danni's profile as a TUST representative. In particular, there is a perception among some supporters that she sits on the Club board solely as a representative of the Women's team. It was proposed to work with her to emphasise her contribution via an interview in the TUST newsletter and other opportunities. The Club should also be asked to assist.</p> <p>(c) Report of the Supporter Liaison Officer PB gave a full account of his experience so far as the SLO. He referred to the UEFA Guidance for SLOs. He sees the role as representing the supporters to the Club but also representing the Club to supporters. He meets with the General Manager on a weekly basis to exchange information.</p> <p>He explained the process of setting up the Matchday Ambassadors and their on-going role which is proving very successful. There are currently 13 active participants, It is pleasing to see how some individuals have grown in confidence as a result of their involvement.</p> <p>JU asked if PB might be able to take on the role of liaising with other clubs regarding the sale of away tickets. We are, for example, waiting for news on the arrangements at Weston-Super-Mare on Good Friday, which is bound to be popular and likely to sell out fast. PB to raise with the Club.</p> <p>(d) Inclusivity Group RC had agreed to take the lead on setting the Group up and had arranged an initial Zoom call for interested parties including Club representatives on 19th February.</p>	<p>RW</p> <p>PB</p>
<p>26/03</p>	<p>Strategy Team</p> <p>BC summarised the report of the meeting held on 9th February that had been circulated with the agenda. This meeting followed a productive meeting of the TUST board with the club's Co-Chairmen, Mark Lovell and Tim Herbert in January. It's main purpose was to consider ways in which TUST can achieve its target of raising £100k per annum to fund the club and maintain its shareholding percentage.</p> <p>Increasing subscriptions of existing members is key to the objective. Linked to this is the proposal to offer 'rewards' for higher subscription tiers (see minute 26/04 (b))</p>	

	<p>The other way to increase income from subscriptions is to increase the number of members. There is a large cohort of supporters who, through apathy, do not join TUST. This may be more challenging. It was agreed that the first step is to survey supporters' (members and non-members) views on subscriptions / membership packages etc.</p> <p>Corporate memberships need to be completely reviewed. £50 per annum is too low but what we offer needs to be reconsidered.</p> <p>A Junior membership scheme is highly desirable but may follow the initial launch of main scheme. Emphasis should be on encouraging numbers (future adult members) rather than income generation. Could be linked to season ticket purchases. Funds from junior subscriptions could be used to support the Community Sports Trust.</p> <p>Ideally, the new automated membership system needs to be in place before the launch of the new scheme. Indications are that this is achievable by the end of the season.</p> <p>Other means of fund raising were considered including donations, legacies, aluminium can recycling, Easy Funding and pledges.</p>	
<p>26/04</p> <p>(a)</p> <p>(b)</p>	<p>Memberships</p> <p>Automated systems RW reported that quotes had been obtained from two Beacon CRM Implementation Partners and Liam Kilby had been appointed. He would start work on the project on 2nd March in conjunction with JU, RB & RW. It is intended to have the system live by the end of the season.</p> <p>Membership schemes JU had prepared a presentation showing a breakdown of current income and the potential impact of higher rates.</p> <p>JU/RW/Rob B had met with Tim Herbert the previous week to discuss this. The club were supportive of the proposals and suggested additional ways in which it could help. TH and the Strategy Team recognise potential for enhanced Platinum rewards.</p> <p>The first step is to survey supporters (members and non-members). JU had prepared a questionnaire which had been circulated and was approved with a few minor amendments. This would be distributed this week with a deadline of 6th March and a report to the next meeting when decisions on subscription rates and rewards would be made. A month's fee of £45 for Typeform to facilitate the survey was approved.</p> <p>A name for the re-launched membership scheme will be needed. One suggestion is Forever Yellows. To be considered at the next meeting.</p>	<p>RW/JU</p>

	<p>The way the new initiative is presented is critical. It will require clear messaging of the financial reasons for needing to raise funds for the club and maintaining TUST's shareholding percentage.</p> <p>Need a co-ordinated approach between TUST and the club. Possibly a joint video to launch the scheme with a celebrity host. Also TUST participation in the proposed Fans Forum.</p> <p>(c) Legacies NB reported that he and RW had met with Chris Linton at Wollens on Friday to consider the scope for a scheme to encourage supporters to include TUST legacies in their wills. Details had been circulated in advance.</p> <p>CL had researched what other trusts were doing and the scheme run by Tranmere Rovers Supporters Trust appeared to offer the best model as it was the only one that enabled funds to reach the club rather than community charities.</p> <p>The general principal was that Wollens would produce wills for clients at a discounted rate (say 75%) if the client either includes a legacy to TUST above a minimum value in their will or makes an immediate donation to TUST of an agreed amount.</p> <p>The board supported the proposal and agreed that CL should be asked to outline the next step and provide a fee quote. But it decided that the launch should come later in the year, perhaps to coincide with TUST's 20th anniversary.</p>	RW
<p>26/05</p> <p>(a)</p> <p>(b)</p>	<p>Partners</p> <p>Torquay United Community Sports Trust (TUCST) RD reported on the latest meeting with the Chair and Manager of TUCST, Tim Herbert on behalf of the Club and attended by NB, RW and himself.</p> <p>Progress had been made on a number of actions arising from the previous meeting.</p> <p>The main news is that boys sections at all age groups are to be taken back into the Club from next season, freeing up TUCST to focus on its community projects. This will require new coaching roles which the Club are currently recruiting for. It will eventually create a pathway for talented boys to progress to senior level.</p> <p>TH outlined a number of 'community' focused events planned before the end of the season culminating in the final Women's game at Plainmoor on 26th April.</p> <p>TUCST to prepare a report for TUST outlining how the funds donated have been used in accordance with the Grant Agreement and making a case for the remaining £5k to be transferred. TH said that the Club supported this payment.</p> <p>Women's team The squad has been strengthened and is currently chasing a triple league and cup success. A goalkeeping coach has been appointed.</p>	

(c)	<p>South West Supporters Trust Group NB and BC had attended a meeting on 28th January with representatives from Exeter, Hereford and Taunton's Trusts.</p> <p>Items discussed had included an update from each club, a proposal for a young fans forum and an invite for Newport county's Trust to join the Group. TUST to host the next meeting.</p>	
26/06	<p>Media & PR</p> <p>(a) Fan Zones It is unclear whether they will return this season although there is likely to be something similar at the Women's game on 26th April. PB reported that the cost of hiring a generator for these events exceeded any income.</p> <p>(b) TUST 20th Anniversary November sees this milestone and board members asked to consider ways of celebrating for discussion at the next meeting.</p> <p>(c) Heritage project The second interview with John Lovis has been completed. The next one will focus on the history of Women's football at the club with Danni Wyatt and Lee Hayward. The series will then be properly launched via the TUST website and You Tube.</p>	All
26/07	<p>Any other business</p> <p>(a) Minutes CH requested that future meetings with Club directors etc should be minuted so that they could be held to account. This was agreed subject to some items being confidential and not for publication.</p> <p>(b) Exeter City Supporters Trust RC noted that ECST had hosted several of the board at a game last year and we should reciprocate with the offer of a meal in The Cove. It was suggested that the pre-season friendly with ECFC may be an appropriate opportunity. NB to issue invite once date is confirmed.</p>	NB

The date of the next meeting was fixed for Monday 16th March 2026 at 6.30pm

Chairman's signature.....Date