



Woking Cougars FC

Annual General Meeting Minutes

Thursday 9 July 2026

Virtual Meeting via Microsoft Teams

Meeting closed at 20:56

Formal Record of Proceedings

1. Meeting Details

Meeting	Woking Cougars FC – 16th Annual General Meeting
Date	Thursday 9 July 2026
Venue	Virtual meeting via Microsoft Teams
Chair / Secretary	Dan Cefai / Andy Simpson

2. Attendance

Present

Andy Simpson, Dan Cefai, James Adcock, Christian Beck, Craig Kirk, Ali Oswin, Dan Oswin, Rob Smith, Stuart Gray, Sarah Sadler, Sarah Waterman, Trevor Waterman, Nicholas Black, Leo Giovando, Stuart Medler, Tariq Phillips, Mark Pearce, Harley Smithies, Dave Shutt, Stuart Grantham, Darren Haines and Gareth Pearce.

Apologies

No apologies were received.

3. Agenda

- Welcome and introductions
- Approval of the 2025 AGM minutes
- Chairman's Report
- Election of the Management Committee
- Introduction to club roles and Age Group Managers
- Treasurer's Report and approval of the 2024/25 accounts
- Any Other Business

4. Approval of the 2025 AGM Minutes

The minutes of the 2025 Annual General Meeting were presented for approval.

Proposed by	Dan Cefai	Seconded by	Rob Smith
Approved	22	Abstained / Objected	0 / 0

5. Chairman's Report

Dan Cefai delivered the Chairman's Report. The full report is included at Appendix A.

6. Management Committee Election

Andy Simpson introduced the committee members standing for election or re-election for the 2026/27 season.

Proposed by	Dan Cefai	Seconded by	James Adcock
Approved	22	Abstained / Objected	0 / 0

Committee Roles Presented

Role	2026/27 Position
Chairman	Dan Cefai
Club Secretary	Andy Simpson
Treasurer	Vacant at the date of the AGM
Club Development Officer	Role changing as part of the reorganisation
Club Welfare Officer	To be determined

Fixtures Secretary	Alice Oswin
IT Coordinator	Christian Beck
Membership Secretary	Rob Smith

Additional Club Roles Introduced

- Club Communications Officer – role changing as part of the reorganisation
- Referee Development – Craig Kirk
- Social & Events – role changing as part of the reorganisation
- Membership Secretary – Rob Smith
- Sponsorship & Fundraising – role changing as part of the reorganisation
- Training Coordinator – role changing as part of the reorganisation
- First Aid, Kit & Merchandise – Stuart Gray
- Welfare Officers – Cubs to U9: Sarah Sadler; U10 to U12: to be determined; U13 to U18: to be determined

Age Group Managers Introduced

Age Group	AGM	Age Group	AGM
Cubs	Richard Evans	U13	Dan Oswin
U7	To be confirmed	U14	Dan Cefai
U8	Stuart Grantham	U15	Craig Kirk
U9	Christian Beck	U16	Amer Jamil
U10	Rob Smith	U17	Duncan Thompson
U11	Andy Simpson	U18	Simon Allard
U12	Gareth Chapman		

7. Treasurer's Report and Accounts

James Adcock presented the Treasurer's Report. The full report is included at Appendix B.

The annual report and accounts for the financial year ending 31 May 2025 had been circulated before the meeting and were presented for approval.

Proposed by	Rob Smith	Seconded by	Leo Giovando
Approved	22	Abstained / Objected	0 / 0

Membership Fees Approved for 2026/27

Age Group	Annual Membership Fee	SkillZone Levy	Total Fee
Cubs	£150	£125	£275
U7-U8	£150	£50	£200
U9-U11	£160	£0	£160
U12-U13	£165	£0	£165
U14-U18	£170	£0	£170
Payment schedule: 50% by 31 July 2026 and 50% by 31 January 2027. Match fees: £5 per fixture.			

8. Any Other Business

No questions had been received in advance. The floor was opened to attendees.

Q1 – Dave Shutt: Does the club have a three-to-five-year plan?

- Yes. Business plans have been prepared for each Community Asset Transfer site, although these did not form part of the AGM presentation.

Q2 – Dave Shutt: Why is the Cubs SkillZone levy £125 compared with the U7-U8 levy?

- U7-U8 players pay match fees and purchase match kit separately.
- Cubs receive a club kit.
- Cubs training continues to the end of July, compared with the end of May for other age groups.

Q3 – Dave Shutt: Have facilities been decided for next season in light of the CAT projects?

- The Vyne, Knaphill will provide 3v3, 5v5 and 7v7 pitches. Grassroots funding has been secured to improve the site.
- Brookwood Farm will provide 7v7 and 9v9 pitches. Increased funding has been secured to improve the site.
- The Wheatsheaf will provide 9v9 and 11v11 pitches. Home Advantage and pitch-maintenance funding has been secured.
- The club has taken interim licences over all three sites.
- The Vyne is expected to come into club use during the 2026/27 season. Brookwood Farm works are expected to begin in early 2027 for the 2027/28 season, with improvements at The Wheatsheaf targeted for 2028/29.
- The club has no plans to end its partnerships with Woking College, Gordon's School or Winston Churchill School, which continue to provide valuable all-weather facilities.
- The club will seek volunteers with skills in asset maintenance, legal matters, finance and facilities management. Tariq Phillips offered legal support.

Q4 – Rob Smith: Will the CAT projects reduce exposure to rising third-party pitch-hire costs?

- Yes, to an extent. Once the sites are fully operational, the club expects to reduce some external pitch-hire costs and may also generate income by hiring facilities to other users.

Q5 – Dave Shutt: Will the club hold further meetings during the year to improve engagement?

- The AGM is held annually in accordance with the club's constitution.
- The request for additional engagement meetings was noted. Suggestions regarding format and frequency would be welcomed.

9. Close of Meeting

Dan Cefai and Andy Simpson thanked everyone for attending. The meeting closed at 20:56.

Appendix A – Chairman's Report

Dan Cefai, Chair

Good evening everyone and welcome to our 16th Annual General Meeting.

Thank you all for taking the time to be here, and thank you for your continued support of Woking Cougars Football Club.

As always, I'd like to begin by thanking every coach, Age Group Manager, volunteer, committee member, parent and sponsor who has contributed to the club over the past year. Whether you're coaching a team every week, running the line on a Sunday morning, organising equipment, helping at an event or supporting behind the scenes, every contribution matters. This club simply wouldn't exist without volunteers.

Before looking ahead, I'd like to pay tribute to four people who are stepping down from key volunteer roles this year.

Firstly, James Adcock, who steps down both as Club Treasurer and as a Trustee of the charity after nearly two years in the role. James has played a significant part in helping steer the club through a period of considerable growth and increasing complexity. I've valued his advice, judgement and support throughout that time, and I'd like to personally thank him for everything he has done for the club.

I'd also like to thank Marriecaire Hawke, who steps down as our Social & Events Lead. Over the past two years, Marriecaire has led two fantastic Presentation Days, organised successful fundraising events and helped strengthen the sense of community that has become such an important part of Woking Cougars. Thank you, Marriecaire, for the time, enthusiasm and commitment you've given to the club.

I'd also like to thank Dave Shutt, who steps away from the club as his Cubs age group moves up into Under 7 football. Dave has done a fantastic job leading our Cubs programme over the last two years, helping introduce hundreds of young children and families to football in a fun, safe and welcoming environment. The Foundation Phase is where a child's football journey begins, and Dave has played an important part in giving so many children such a positive first experience of the game. On behalf of everyone at Woking Cougars, thank you Dave, and we wish you all the very best at your new club.

With Dave moving on, we're now looking for someone to take on the lead role for our new Under 7 age group. If that's something you think you might be interested in, or you'd simply like to find out more, we'd love to hear from you.

Finally, I'd like to thank Marie Mendis, who steps down from her roles as Communications Officer, Tournament Lead and committee member. Marie has contributed across many areas of the club over the past few years, particularly through her work on communications and social media. It was, however, through the Summer Tournament that her organisation, commitment and willingness to get stuck in really came to the fore. She took real ownership of the event, dedicating countless hours behind the scenes to its planning and delivery, and played a huge part in making this year's tournament the success it was. Thank you, Marie, for everything you've done for Woking Cougars.

Volunteer roles will naturally change over time as people's circumstances change. That's part of any healthy club. Our job is to make sure no role depends on one individual and that there are always others ready to step in, bringing fresh ideas while building on the great work that's already been done.

Their departures also highlight what I believe is the biggest challenge facing the club over the coming years.

Today, over 550 children play their football at Woking Cougars, across more than 40 teams, supported by well over 100 volunteers.

The reality, though, is that much of the club still relies on a relatively small number of people giving up huge amounts of their own time. That's worked because people have been incredibly generous with their time and

commitment, but it's not something we can continue to rely on if we want the club to remain enjoyable to volunteer for and continue providing the experience our players deserve.

This isn't about growing for the sake of growing, and it isn't about creating more committees or making the club feel more formal. It's about recognising that a club of our size needs more people sharing the workload.

We're already starting to see that happen. Stuart Gray has agreed to lead our new Facilities Team, with Dan Oswin moving across from his Coach Development role and Gavin McPhail joining to support the team. Together they'll help look after our growing number of sites and facilities, sharing the workload in an area that's becoming increasingly important to the club. It's a good example of the direction we're trying to move in.

Over the coming months, we'd like to build similar volunteer teams across other parts of the club. We know we have parents and volunteers with a huge range of skills and experience. Not everyone wants to coach a football team, and that's absolutely fine. Some people may be able to help organise an event, support our finances, maintain our facilities, update the website, help with sponsorship or simply lend a hand when it's needed.

If more people can each do a little, nobody has to do too much.

That's the club we're trying to build.

A club where volunteering is enjoyable, responsibilities are shared and everyone feels they can play a part in giving our local children the best possible football experience.

The biggest piece of work this year has been taking a step back and asking ourselves a simple question:

What experience do we want every child to have when they join Woking Cougars?

Everything we've worked on this year has grown from trying to answer that question.

Over the past twelve months we've spent a lot of time talking to coaches, parents and volunteers about the kind of club we want Woking Cougars to be. Those conversations have led to a new Club Charter and a football framework that sets out the values, behaviours and coaching principles we want every child to experience, regardless of which team they play for.

The aim hasn't been to create more paperwork, it's been to create greater consistency, so that regardless of which team a child joins, they experience the same values, the same standards and the same commitment to their long-term development.

For me, that starts with our youngest players.

The Foundation Phase is the most important part of any child's football journey. If children enjoy those early years, build confidence, feel safe to make mistakes and develop a genuine love of the game, we give them the best possible platform for everything that follows.

That's why we've invested so much thought into this area and why we're continuing to develop our partnership with Skillzone.

This isn't about replacing volunteer coaches.

It's about supporting them.

Many parents take on coaching for the very first time when their child starts football. By giving those volunteers a proven coaching syllabus, experienced support and a consistent approach across Cubs to Under 8s, we can help create positive environments where children develop confidence, self-belief and a lifelong enjoyment of football.

If we get those first few years right, everything else becomes much easier.

Away from the football, we've continued making excellent progress with our Community Asset Transfer projects at The Wheatsheaf, Brookwood Farm and The Vyne.

These projects represent a huge opportunity for the club. They have the potential to give us greater control over our own future, improve facilities for our players and create lasting benefits for the wider community. There's still plenty of work ahead, but we've made significant progress over the last twelve months.

We're also looking forward to launching our Wildcats programme, creating more opportunities for girls to start their football journey with Woking Cougars. Alongside that, we'll continue developing Cougars Select to support players in the older age groups who aspire to progress into the professional or non-league game.

On the pitch, there has once again been plenty to celebrate.

Congratulations to every team that has represented the club so positively throughout the season.

In particular, I'd like to recognise the outstanding achievements of our Under 14 Cougars, who won both the Surrey County Cup and the Surrey Youth League Cup, and our Under 13 Blues, who completed an incredible unbeaten season, winning the Surrey Primary League Division Two title and the Surrey Primary League Junior Cup.

Those achievements are a credit to the players, coaches and families involved, and everyone associated with the club should be incredibly proud of them.

But as proud as we are of those trophies, success at Woking Cougars will always mean more than winning football matches.

It's about seeing children grow in confidence.

It's about watching friendships develop.

It's about helping young people become resilient, respectful and enjoy being part of a team.

When I look around the club today, I don't just see football teams.

I see over 550 children enjoying football, making friends, building confidence and creating memories they'll hopefully carry with them for years to come.

That's why we all give up our time.

If we can continue building a club where children love playing, volunteers enjoy giving up their time and every family feels welcome, then I believe we'll have built something really special.

Thank you for your continued support, and thank you for being part of Woking Cougars.

Appendix B – Treasurer’s Report

James Adcock, Treasurer

The annual report and accounts for the financial year ending 31 May 2025 were distributed before the AGM and are available on request. The accounts were reviewed and signed off by an independent examiner and submitted to the Charity Commission.

Financial Overview

Financial Year	Reported Result
2024/25	Profit of £1.4k
2023/24	Profit of £8.9k
2022/23	Profit of £5.1k

Facility Costs

The rising cost of training and matchday facilities remains a recurring challenge. This reflects increased membership and team numbers alongside the club’s commitment to providing good-quality venues. Despite this, the club remained in a strong financial position, with a bank balance of £66k at the end of 2024/25, compared with £50k in 2022/23.

Income Breakdown

- Membership fees remained the club’s largest source of income. Registration and match-fee income totalled £101k, up from £89k in 2023/24.
- Gift Aid has not been claimed on registration fees since 2021 following a review of eligibility.
- The club was actively seeking a new sponsorship agreement.

Key Expenditure

- Training facilities increased to £60k in 2024/25, from £50k in 2023/24.
- Kit and equipment expenditure reduced following the major equipment refresh completed during 2023/24.
- The Coaching Manual continued to be used at a cost of approximately £1k per year, alongside coach education.
- Other costs included league registrations of £3.3k and fines of £0.6k.

2025/26 Forecast

The club forecast a loss of £14.8k for the financial year ending 31 May 2026.

- Membership income was forecast at £80k, with £27k of match-fee income.
- No sponsorship income had been received during 2025/26, while discussions regarding a new sponsorship proposal continued.
- Training-facility costs were forecast to increase to £72k, from £60k in 2024/25.
- Match operations recorded a net loss of £2.0k, compared with a £1.5k profit in 2023/24.
- The SkillZone partnership for the Foundation Phase was successful operationally but created an estimated net cost of £13k. The model was under review for the following season.
- Other forecast costs included league registrations of £3.4k, fines of £1.1k and general club operations.

Conclusion

The club remained in a strong financial position, with healthy reserves and a stable bank balance, despite the forecast loss for 2025/26. Membership and match fees had been held at £150 and £4 respectively for several years, but rising costs required a revised fee structure for 2026/27.

Financial Support and Volunteer Development

- Confidential financial assistance remains available to members in need. Families may speak to their team manager or contact Treasurer@wokingcougars.com.
- The club supports volunteer coaches through coaching wear and FA-accredited courses including safeguarding, first aid and introductory coaching qualifications.
- The 2025 and 2026 Summer Tournaments strengthened the club community and contributed financially. The 2026 event will be reflected in the 2026/27 accounts.

Document Control

Document	Annual General Meeting Minutes 2026
Document Reference	WCFC-AGM-2026-MIN
Meeting Date	9 July 2026
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Approved by	Members at the next Annual General Meeting
Review Date	At the 2027 Annual General Meeting