

Company Registration No. 06874527 (England and Wales)

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 APRIL 2020

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

COMPANY INFORMATION

Directors	Mr P Grisman Mr R Marsh Mr A Poole Mr G Haycock-West Mr P M Reed
Company number	06874527
Registered office	Saint Hill Road East Grinstead West Sussex England RH19 4JU
Auditor	Alexandra Durrant Limited Chartered Accountants and Registered Auditors 10A-12A High Street East Grinstead West Sussex RH19 3AW

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

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EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

DIRECTORS' REPORT

FOR THE YEAR ENDED 28 APRIL 2020

The directors present their annual report and financial statements for the year ended 28 April 2020.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

Mr P Grisman
Mr R Marsh
Mr A Poole
Mr G Haycock-West
Mr P M Reed

Auditor

In accordance with the company's articles, a resolution proposing that be reappointed as auditor of the company will be put at a General Meeting.

Statement of directors' responsibilities

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 28 APRIL 2020

On behalf of the board

.....

Mr P Grisman

Director

Date:

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

Opinion

We have audited the financial statements of East Grinstead Rugby Football Club Ltd (the 'company') for the year ended 28 April 2020 which comprise the income and expenditure account, the balance sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 28 April 2020 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 13 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Alexandra Durrant (Senior Statutory Auditor)
for and on behalf of Alexandra Durrant Limited

.....

Chartered Accountants

Statutory Auditor

10A-12A High Street

East Grinstead

West Sussex

RH19 3AW

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 28 APRIL 2020

	2020	2019
	£	£
Turnover	232,242	348,602
Cost of sales	(104,533)	(155,321)
	<hr/>	<hr/>
Gross surplus	127,709	193,281
Administrative expenses	(213,799)	(175,940)
Other operating income	89,229	29,629
	<hr/>	<hr/>
Operating surplus	3,139	46,970
Interest receivable and similar income	40	29
Interest payable and similar expenses	-	(2)
	<hr/>	<hr/>
Surplus before taxation	3,179	46,997
Tax on surplus	-	-
	<hr/>	<hr/>
Surplus for the financial year	<u>3,179</u>	<u>46,997</u>

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

BALANCE SHEET

AS AT 28 APRIL 2020

	Notes	2020 £	£	2019 £	£
Fixed assets					
Tangible assets	5		466,170		435,024
Current assets					
Stocks		1,600		4,115	
Debtors	6	8,867		7,997	
Cash at bank and in hand		44,227		93,903	
		<u>54,694</u>		<u>106,015</u>	
Creditors: amounts falling due within one year	7	<u>(40,531)</u>		<u>(51,456)</u>	
Net current assets			14,163		54,559
Total assets less current liabilities			<u>480,333</u>		<u>489,583</u>
Creditors: amounts falling due after more than one year	8		(184,528)		(196,957)
Net assets			<u><u>295,805</u></u>		<u><u>292,626</u></u>
Reserves					
Other reserves			229,416		229,416
Income and expenditure account			66,389		63,210
Members' funds			<u><u>295,805</u></u>		<u><u>292,626</u></u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the board of directors and authorised for issue on and are signed on its behalf by:

.....
Mr P Grisman
Director

.....
Mr R Marsh
Director

Company Registration No. 06874527

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 28 APRIL 2020

1 Accounting policies

Company information

East Grinstead Rugby Football Club Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is Saint Hill Road, East Grinstead, West Sussex, England, RH19 4JU.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Turnover

Turnover is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer (usually on dispatch of the goods), the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

1.3 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2% per annum
Improvements to property	10% per annum
Plant and equipment	10% per annum
Fixtures and fittings	10% per annum

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to surplus or deficit.

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 28 APRIL 2020

1 Accounting policies

(Continued)

1.4 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks held for distribution at no or nominal consideration are measured at the lower of replacement cost and cost, adjusted where applicable for any loss of service potential.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

1.5 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.6 Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors and the loan from the Rugby Football Foundation (interest free), are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 28 APRIL 2020

1 Accounting policies

(Continued)

1.7 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.8 Leases

Rental income from operating leases is recognised on a straight line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight line basis over the lease term.

During 2015, the company entered into a 35-year lease of the land on which the phone mast is sited. The lease premium is being recognised as income over the period of the lease. The resulting deferred lease income is estimated on a calendar basis.

1.9 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 28 APRIL 2020

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

RFF loan

The company has an interest free loan from the Rugby Football Foundation. Such loans are only available to rugby clubs for the benefit of their members. In this very restricted market, the directors consider that zero % is the market rate of interest.

Classification of land and buildings

None of the freehold land and buildings are considered to be investment property. Ratana House continues to be let under short term leases (at present - 5 years). However, the directors continue to consider that this asset is not an investment property as it cannot be valued or separated from the whole. The directors do not consider that the value of the land on which the phone mast is sited can be valued separately from the remainder of the company's land.

3 Auditor's remuneration

	2020	2019
	£	£
Fees payable to the company's auditor and associates:		
For audit services		
Audit of the financial statements of the company	5,700	4,200
	<u> </u>	<u> </u>

4 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2020	2019
	Number	Number
Total	9	9
	<u> </u>	<u> </u>

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 28 APRIL 2020

5 Tangible fixed assets

	Freehold land and buildings £	Improvements to property £	Plant and equipment £	Fixtures and fittings £	Total £
Cost					
At 29 April 2019	482,876	60,898	49,092	27,785	620,651
Additions	48,352	3,854	3,555	1,890	57,651
At 28 April 2020	531,228	64,752	52,647	29,675	678,302
Depreciation and impairment					
At 29 April 2019	89,545	59,546	22,378	14,158	185,627
Depreciation charged in the year	13,642	4,631	5,265	2,967	26,505
At 28 April 2020	103,187	64,177	27,643	17,125	212,132
Carrying amount					
At 28 April 2020	428,041	575	25,004	12,550	466,170
At 28 April 2019	393,331	1,352	26,714	13,627	435,024

6 Debtors

	2020 £	2019 £
Amounts falling due within one year:		
Trade debtors	3,851	3,577
Other debtors	5,016	4,420
	8,867	7,997

7 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	10,895	14,543
Taxation and social security	2,713	1,727
Other creditors	26,923	35,186
	40,531	51,456

8 Creditors: amounts falling due after more than one year

	2020 £	2019 £
Other creditors	184,528	196,957

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 28 APRIL 2020

8 Creditors: amounts falling due after more than one year (Continued)

Creditors which fall due after five years are as follows:	2020 £	2019 £
Payable by instalments	26,653	33,321

9 Loans and overdrafts

	2020 £	2019 £
Other loans	61,660	66,661
Payable within one year	6,668	6,668
Payable after one year	54,992	59,993

The loan from the Rugby Football Foundation is secured by way of a legal charge over the company's freehold land and buildings. The loan is for a term of 15 years, ending in 2028. The interest rate is 0%.

10 Members' liability

The company is limited by guarantee, not having a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding £1.

11 Operating lease commitments

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

2020 £	2019 £
5,571	10,484

12 Events after the reporting date

As a direct consequence of the coronavirus (COVID 19) pandemic, and in accordance with UK government guidelines, East Grinstead Rugby Football Club Ltd ceased all activity in March 2020. In accordance with subsequent UK government guidelines, RFU advice and our responsibility to protect members and visitors, limited activities recommenced in July 2020 but ceased again in December 2020. Limited activities recommenced on 12th April 2021 in line with Government and RFU advice.

At the date of approval of the accounts, it has not been possible to quantify or ascertain with any certainty the financial impact of COVID 19. No adjustments have been made to any figures in the accounts as a result of the pandemic.

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 28 APRIL 2020

13 Non-audit services provided by auditor

In common with many businesses of our size and nature we use our auditor to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD
MANAGEMENT INFORMATION
FOR THE YEAR ENDED 28 APRIL 2020

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

DETAILED TRADING AND PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 28 APRIL 2020

		2020		2019
	£	£	£	£
Turnover				
Bar & kitchen sales		104,801		123,672
International tickets		9,250		22,687
Clothing sales		7,924		10,006
Subscriptions		55,336		53,628
Sponsorship, donations & 200 Club		28,632		109,319
Hire of facilities, fundraising & miscellaneous		26,299		29,290
		<u>232,242</u>		<u>348,602</u>
Cost of sales				
<i>Opening stocks</i>				
Opening stock of finished goods	4,115		6,013	
	<u>4,115</u>		<u>6,013</u>	
<i>Total opening stocks</i>				
<i>Purchases and other direct costs</i>				
Kitchen purchases	16,091		20,700	
Bar, clothing & international purchases	49,289		86,899	
200 Club prizes	1,500		650	
Cost of fundraising activities	1,166		7,098	
Bar & kitchen wages	33,972		38,076	
	<u>102,018</u>		<u>153,423</u>	
<i>Total purchases and other direct costs</i>				
<i>Closing stocks</i>				
Closing stock of finished goods	1,600		4,115	
	<u>1,600</u>		<u>4,115</u>	
<i>Total closing stocks</i>				
Total cost of sales		(104,533)		(155,321)
Gross surplus	54.99%	<u>127,709</u>	55.44%	<u>193,281</u>
Other operating income				
Rent receivable	28,979		29,629	
Government grants receivable and released	60,250		-	
	<u>89,229</u>		<u>29,629</u>	
		89,229		29,629

EAST GRINSTEAD RUGBY FOOTBALL CLUB LTD

DETAILED TRADING AND PROFIT AND LOSS ACCOUNT (CONTINUED)

FOR THE YEAR ENDED 28 APRIL 2020

	£	2020 £	£	2019 £
Administrative expenses				
Admin wages & salaries	32,296		35,002	
Employment allowance claimed	(2,668)		(3,118)	
Clubhouse expenses	14,230		14,977	
Rates	2,554		-	
Waste disposal	2,888		2,300	
Power, light and heat	14,216		16,454	
Property repairs and maintenance	39,001		15,238	
Insurance	4,642		3,276	
Legal and professional fees	3,063		710	
Audit fees	5,700		4,200	
Bank charges	1,474		1,408	
Credit card charges	3,760		4,187	
Bad and doubtful debts	2,551		384	
Printing and stationery	3,179		3,079	
Advertising	1,564		440	
Telecommunications	3,798		2,434	
Sundry expenses	(4,605)		1,029	
Ground expenses	20,982		17,002	
Match and training expenses	35,183		28,689	
Depreciation	26,505		24,838	
Profit or loss on sale of tangible assets (non exceptional)	-		684	
Pennants, prizes & trophies	3,486		2,727	
		(213,799)		(175,940)
Operating surplus		3,139		46,970
Interest receivable and similar income				
Bank interest received	40		29	
		40		29
Interest payable and similar expenses				
Bank interest on loans and overdrafts		-		(2)
Surplus before taxation	1.37%	3,179	13.48%	46,997