# THE CAMANACHD ASSOCIATION ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019

#### **COMPANY INFORMATION**

**Directors** 

J Finlayson

L Bradley

R Brown

K R Loades

W MacDonald S C MacKenzie

R W McCuish

B M Morrison

K Deans

Secretary

D J Keir

Company number

SC284954

Registered office

Alton House

4 Ballifeary Road

Inverness

IV3 5PJ

Accountants

Azets

10 Ardross Street

Inverness IV3 5NS

(Appointed 29 November 2019)

(Appointed 29 November 2019)

(Appointed 29 May 2019)

(Appointed 28 May 2020)

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#### **DIRECTORS' REPORT**

#### FOR THE YEAR ENDED 31 DECEMBER 2019

The directors present their annual report and financial statements for the year ended 31 December 2019.

#### Principal activities

The principal activity of the company continued to be that of sports activities.

#### **Directors**

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

J Finlayson

L Bradley

R Brown

(Appointed 29 November 2019)

K R Loades

W MacDonald

S C MacKenzie

R W McCuish

B M Morrison

C S Cameron

W A Chamberlain

D Palombo

K Deans

(Appointed 29 November 2019)

(Appointed 29 May 2019)

(Resigned 24 January 2019)

(Resigned 29 November 2019)

(Resigned 29 November 2019)

(Appointed 28 May 2020)

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

On behalf of the board

K R Loades

Director

Date: 9 Nov 2020

#### ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS ON THE PREPARATION OF THE UNAUDITED STATUTORY FINANCIAL STATEMENTS OF THE CAMANACHD **ASSOCIATION FOR THE YEAR ENDED 31 DECEMBER 2019**

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of The Camanachd Association for the year ended 31 December 2019 which comprise and the related notes from the company's accounting records and from information and explanations you have given

As a member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at http://www.icaew.com/en/membership/ regulations-standards-and-guidance.

This report is made solely to the Board of Directors of The Camanachd Association, as a body, in accordance with the terms of our engagement letter dated 19 February 2018. Our work has been undertaken solely to prepare for your approval the financial statements of The Camanachd Association and state those matters that we have agreed to state to the Board of Directors of The Camanachd Association, as a body, in this report. To the fullest extent permitted by law we do not accept or assume responsibility to anyone other than The Camanachd Association and its Board of Directors as a body, for our work or for this report.

It is your duty to ensure that The Camanachd Association has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and surplus of The Camanachd Association. You consider that The Camanachd Association is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the financial statements of The Camanachd Association. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

Azets

Azets

10 November 2020

10 Ardross Street Inverness IV3 5NS

# STATEMENT OF INCOME AND RETAINED EARNINGS FOR THE YEAR ENDED 31 DECEMBER 2019

		2019	2018
	Notes	£	£
Income		614,568	604,447
Cost of sales		(226,182)	(234,347)
Gross surplus		388,386	370,100
Administrative expenses		(365,079)	(341,769)
Other operating income		12,299	-
Operating surplus		35,606	28,331
Interest payable and similar expenses		-	(30)
Surplus before taxation		35,606	28,301
Tax on surplus	3	(8,696)	(6,845)
Surplus for the financial year		26,910	21,456
Retained earnings brought forward		129,502	108,046
Retained earnings carried forward		156,412	129,502
		The state of the s	

# STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2019

		201	2019		8
	Notes	£	£	£	£
Fixed assets Tangible assets	4		5,689		4,435
Current assets Stocks Debtors Cash at bank and in hand	5	2,804 27,604 204,122		4,623 27,010 197,914	
Creditors: amounts falling due within one year	6	234,530 (82,840)		229,547 (103,726)	
Net current assets		-	151,690		125,821
Total assets less current liabilities			157,379		130,256
Provisions for liabilities			(967)		(754)
Net assets			156,412		129,502
Reserves Income and expenditure account			156,412		129,502
Members' funds			156,412		129,502

For the financial year ended 31 December 2019 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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 9 Nov 20 and are signed on its behalf by:

K R Loades

Director

Company Registration No. SC284954

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019

#### 1 Accounting policies

#### Company information

The Camanachd Association is a private company limited by guarantee incorporated in Scotland. The registered office is Alton House, 4 Ballifeary Road, Inverness, IV3 5PJ.

#### 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  $\pounds$ .

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

#### 1.2 Going concern

In common with most businesses the company is facing potential issues in respect of the COVID-19 pandemic. This is an ongoing situation and the company is adopting a strategy to manage the everchanging situation as effectively as possible.

The directors are satisfied that these events do not affect the company's ability to continue as a going concern and this basis is appropriate for the preparation of the accounts.

#### 1.3 Income and expenditure

Income and expenses are included in the financial statements as they become receivable or due.

Expenses include VAT where applicable as the company cannot reclaim it.

#### 1.4 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, 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:

Plant and equipment

10% on cost

Fixtures and fittings
Computers

25% on reducing balance 25% on reducing balance

Shinty equipment 5% on cost

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.

#### 1.5 Impairment of fixed assets

At each reporting period end date, the company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

#### 1 Accounting policies

(Continued)

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in surplus or deficit, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in surplus or deficit, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

#### 1.6 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.

#### 1.7 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.

#### 1.8 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 statement of financial position 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.

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

#### 1 Accounting policies

(Continued)

#### 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, bank loans, loans from fellow group companies and preference shares that are classified as debt, 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.

#### 1.9 Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

#### **Current Tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

#### Deferred Tax

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the income statement, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

#### 1.10 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.

# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

#### 1 Accounting policies

(Continued)

#### 1.11 Retirement benefits

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund. Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### 1.12 Debtors

Short term debtors are measured at transaction price, less any impairment.

#### 2 Employees

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

		2019 Number	2018 Number
	Total	8	8
3	Taxation	2019 £	2018 £
	Current tax UK corporation tax on profits for the current period	8,483	6,985
	Deferred tax Origination and reversal of timing differences	213 ——	(140)
	Total tax charge	8,696 =====	6,845

#### Factors affecting tax charge for the year

The tax charge for the year has been calculated on the taxable profits at the standard rate of corporation tax in the UK of 19% (2018 - 19%)

# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

4	Tangible fixed assets						
		Plant and equipment	Fix	tures and fittings	Computers	Shinty equipment	Total
		£		£	£	£	£
	Cost						
	At 1 January 2019	837		7,680	15,094	3,145	26,756
	Additions		15		3,021		3,021
	At 31 December 2019	837		7,680	18,115	3,145	29,777
	Depreciation and impairment						
	At 1 January 2019	671		6,865	12,476	2,309	22,321
	Depreciation charged in the year	84		203	1,410	70	1,767
	At 31 December 2019	755		7,068	13,886	2,379	24,088
	Carrying amount						
	At 31 December 2019	82	:	612	4,229	766	5,689
	At 31 December 2018	166		815	2,618	836	4,435
5	Debtors					2040	2018
	Amounts falling due within one year:					2019 £	£ £
	Trade debtors					3,267	27,010
	Other debtors					24,337	-
							***************************************
						27,604	27,010
6	Creditors: amounts falling due within one	o voar					
Ü	oreanors, amounts family due within one	c year				2019	2018
						£	£
	Trade creditors					3,646	8,819
	Corporation tax					8,483	6,983
	Other taxation and social security					9,795	4,837
	Accruals and deferred income					60,916	83,087
						82,840	103,726

# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

#### 7 Deferred taxation

The following are the major deferred tax liabilities and assets recognised by the company and movements thereon:

	Liabilities 2019	Liabilities 2018
Balances:	£	£
Accelerated capital allowances	967	754 ——
Movements in the year:		2019 £
Liability at 1 January 2019 Charge to profit or loss		754 213
Liability at 31 December 2019		967

#### 8 Members' liability

The company is limited by guarantee, not having a share capital. 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  $\mathfrak{L}1$ .

#### 9 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:

2019	2018
£	£
946	946

# DETAILED TRADING AND INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2019

Membership and entry fees					
Income   Membership and entry fees			2019		2018
Membership and entry fees     42,165     43,167       Grants     237,580     205,168       Sponsorship/donations     156,378     166,8       Services to club     74,759     78,8       Competition     36,397     43,8       Coach education     6,867     7,7       Sales     21,514     22,0       Development     38,908     37,5       Cost of sales     4,623     2,710       Closing stocks     4,623     2,710       Closing stocks     (2,804)     (4,623)       Equipment for resale     4,909     5,780       Services to club     82,533     75,727       Competition costs     81,150     99,224       Development     49,031     45,878       Governance     2,307     2,747       Coach education     5,252     6,904       Coach education       6,320     388,386     61,23%     370,1       Other operating income       Sundry income     12,299       Administrative expenses       Staff pension costs     6,100     3,864       Irrecoverable VAT     8,712     7,509       Office costs     18,617     18,593       Hotel, travel and subsidence     32		£	£	£	£
Grants 237,580 2205, Sponsorship/donations 156,378 166,58			10.105		40.005
Sponsorship/donations	-				43,035
Services to club         74,759         78,5           Competition         36,397         43,8           Coach education         6,867         7,1           Sales         21,514         22,0           Development         38,908         37,5           614,568         604,4           Cost of sales           Opening stocks         4,623         2,710           Closing stocks         (2,804)         (4,623)           Equipment for resale         4,090         5,780           Services to club         82,533         75,727           Competition costs         81,150         99,224           Development         49,031         45,878           Governance         2,307         2,747           Coach education         5,252         6,904           Coach education         5,252         6,904           Administrative expenses           Staff salaries         266,023         246,627           Staff salaries         266,023         246,627           Staff pension costs         6,100         3,864           Irrecoverable VAT         8,712         7,509           Office costs         18,617			12.0000 2 14.000 30.000		205,000
Competition         36,397         43,8           Coach education         6,867         7,1           Sales         21,514         22,0           Development         38,908         37,3           614,568         604,4         604,4           Cost of sales           Opening stocks         4,623         2,710           Closing stocks         (2,804)         (4,623)           Equipment for resale         4,090         5,780           Services to club         82,533         75,727           Competition costs         81,150         99,224           Development         49,031         45,878           Governance         2,307         2,747           Coach education         5,252         6,904           Corpetition costs         63,20%         388,386         61,23%         370,1           Other operating income           Sundry income         12,299         246,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627         46,627					166,866
Coach education         6,867         7,1           Sales         21,514         22,0           Development         38,908         37,9           604,4568         604,4           Cost of sales         614,568         604,4           Opening stocks         4,623         2,710           Closing stocks         (2,804)         (4,623)           Equipment for resale         4,090         5,780           Services to club         82,533         75,727           Competition costs         81,150         99,224           Development         49,031         45,878           Governance         2,307         2,747           Coach education         5,252         6,904           (226,182)         (234,3           Gross surplus         63,20%         388,386         61,23%         370,1           Other operating income           Staff salaries         266,023         246,627         384           Administrative expenses           Staff pension costs         6,100         3,864         3,864           Irrecoverable VAT         8,712         7,509         7,509           Office costs					78,548
Sales       21,514       22,6         Development       38,908       37,5         614,568       604,4         Cost of sales         Opening stocks       4,623       2,710         Closing stocks       (2,804)       (4,623)         Equipment for resale       4,090       5,780         Services to club       82,533       75,727         Competition costs       81,150       99,224         Development       49,031       45,878         Governance       2,307       2,747         Coach education       5,252       6,904         Cost education       63,20%       388,386       61,23%       370,1         Other operating income         Staff salaries       266,023       246,627       Staff salaries       266,023       246,627       Staff pension costs       6,100       3,864       Irrecoverable VAT       8,712       7,509       Office costs       18,617       18,593       Hotel, travel and subsidence       32,331       28,675       Accountancy fees       1,634       3,174       Bank charges       257       118       Bad debts       606       2,352       Advertising and promotion       792       1,197 <td< td=""><td></td><td></td><td></td><td></td><td>7,140</td></td<>					7,140
Development   38,908					
Cost of sales Opening stocks					
Cost of sales         A,623         2,710           Closing stocks         (2,804)         (4,623)           Equipment for resale         4,090         5,780           Services to club         82,533         75,727           Competition costs         81,150         99,224           Development         49,031         45,878           Governance         2,307         2,747           Coach education         5,252         6,904           (226,182)         (234,3           Gross surplus         63,20%         388,386         61,23%         370,1           Other operating income           Sundry income         12,299         246,627         Staff salaries         266,023         246,627         Staff pension costs         6,100         3,864         3,864         Staff pension costs         6,100         3,864         3,864         Staff pension costs         18,617         18,593         Staff pension costs	Development		30,900		37,939
Opening stocks         4,623         2,710           Closing stocks         (2,804)         (4,623)           Equipment for resale         4,090         5,780           Services to club         82,533         75,727           Competition costs         81,150         99,224           Development         49,031         45,878           Governance         2,307         2,747           Coach education         5,252         6,904           (226,182)         (234,3           Gross surplus         63,20%         388,386         61,23%         370,1           Other operating income           Sundry income         12,299         12,299         46,627           Administrative expenses           Staff pension costs         6,100         3,864         3,864           Irrecoverable VAT         8,712         7,509         7,509           Office costs         18,617         18,593         46,627         5,759           Hotel, travel and subsidence         32,331         28,675         28,675         6,755         6,755         6,755         6,755         6,755         7,74         7,74         7,74         7,74			614,568		604,447
Closing stocks         (2,804)         (4,623)           Equipment for resale         4,090         5,780           Services to club         82,533         75,727           Competition costs         81,150         99,224           Development         49,031         45,878           Governance         2,307         2,747           Coach education         5,252         6,904           (226,182)         (234,3           Gross surplus         63,20%         388,386         61,23%         370,1           Other operating income           Staff salaries         266,023         246,627           Staff salaries         266,023         246,627           Staff pension costs         6,100         3,864           Irrecoverable VAT         8,712         7,509           Office costs         18,617         18,593           Hotel, travel and subsidence         32,331         28,675           Accountancy fees         1,634         3,174           Bank charges         257         118           Bad debts         606         2,352           Advertising and promotion         792         1,197					
Equipment for resale         4,090         5,780           Services to club         82,533         75,727           Competition costs         81,150         99,224           Development         49,031         45,878           Governance         2,307         2,747           Coach education         5,252         6,904           (226,182)         (234,3           Gross surplus         63,20%         388,386         61,23%         370,1           Other operating income           Sundry income         12,299           Administrative expenses           Staff salaries         266,023         246,627           Staff pension costs         6,100         3,864           Irrecoverable VAT         8,712         7,509           Office costs         18,617         18,593           Hotel, travel and subsidence         32,331         28,675           Accountancy fees         1,634         3,174           Bank charges         257         118           Bank debts         606         2,352           Advertising and promotion         792         1,197           General office expenses         27,084 </td <td></td> <td></td> <td></td> <td></td> <td></td>					
Services to club       82,533       75,727         Competition costs       81,150       99,224         Development       49,031       45,878         Governance       2,307       2,747         Coach education       5,252       6,904         (226,182)       (234,3         Gross surplus       63,20%       388,386       61,23%       370,1         Other operating income         Sundry income         Administrative expenses         Staff pension costs         Staff salaries       266,023       246,627         Staff pension costs       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,					
Competition costs         81,150         99,224           Development         49,031         45,878           Governance         2,307         2,747           Coach education         5,252         6,904           (226,182)         (234,3           Gross surplus         63,20%         388,386         61,23%         370,1           Other operating income           Sundry income         12,299         46,627         Staff salaries         266,023         246,627         Staff pension costs         6,100         3,864         1,7509         Office costs         18,617         18,593         Hotel, travel and subsidence         32,331         28,675         4,875         4,627         Accountancy fees         1,634         3,174         3,174         8,712         7,509         0,744         3,174         8,712         7,509         0,744         3,174         1,634         3,174         3,174         8,712         1,634         3,174         3,174         8,712         3,174         3,174         3,174         3,174         3,174         3,174         3,174         3,174         3,174         3,174         3,174         3,174         3,174         3,174         3,174         3,174 <t< td=""><td></td><td></td><td></td><td></td><td></td></t<>					
Development					
Governance       2,307       2,747         Coach education       5,252       6,904         (226,182)       (234,3         Gross surplus       63,20%       388,386       61,23%       370,1         Other operating income         Sundry income         Administrative expenses         Staff salaries       266,023       246,627         Staff pension costs       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435	•				
Coach education       5,252       6,904         (226,182)       (234,3         Gross surplus       63.20%       388,386       61.23%       370,1         Other operating income         Sundry income       12,299         Administrative expenses         Staff salaries       266,023       246,627         Staff pension costs       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       28       435         (365,079)       (341,7) </td <td></td> <td></td> <td></td> <td></td> <td></td>					
(226,182) (234,3     (236,182)   (234,3     (236,182)   (234,3   (236,182)   (234,3   (236,182)   (234,3   (236,182)   (234,3   (236,182)   (236,182					
Gross surplus       63.20%       388,386       61.23%       370,1         Other operating income         Sundry income       12,299         Administrative expenses       12,299         Staff salaries       266,023       246,627         Staff pension costs       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7	Coach education	5,252		6,904	
Gross surplus       63.20%       388,386       61.23%       370,1         Other operating income         Sundry income       12,299         Administrative expenses       12,299         Staff salaries       266,023       246,627         Staff pension costs       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435		-	(226,182)		(234,347)
Other operating income         Sundry income       12,299         Administrative expenses       266,023       246,627         Staff salaries       266,023       246,627         Staff pension costs       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435					
Sundry income     12,299       Administrative expenses       Staff salaries     266,023     246,627       Staff pension costs     6,100     3,864       Irrecoverable VAT     8,712     7,509       Office costs     18,617     18,593       Hotel, travel and subsidence     32,331     28,675       Accountancy fees     1,634     3,174       Bank charges     257     118       Bad debts     606     2,352       Advertising and promotion     792     1,197       General office expenses     27,084     27,870       Sundry expenses     884     56       Depreciation     1,767     1,299       Sponsorship expenses     272     435	Gross surplus	63.20%	388,386	61.23%	370,100
Administrative expenses       266,023       246,627         Staff salaries       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7	Other operating income				
Staff salaries       266,023       246,627         Staff pension costs       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7	Sundry income		12,299		-
Staff salaries       266,023       246,627         Staff pension costs       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7	Administrative expenses				
Staff pension costs       6,100       3,864         Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7		266.023		246.627	
Irrecoverable VAT       8,712       7,509         Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435					
Office costs       18,617       18,593         Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7         (365,079)       (341,7	•				
Hotel, travel and subsidence       32,331       28,675         Accountancy fees       1,634       3,174         Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7         (365,079)       (341,7					
Accountancy fees 1,634 3,174  Bank charges 257 118  Bad debts 606 2,352  Advertising and promotion 792 1,197  General office expenses 27,084 27,870  Sundry expenses 884 56  Depreciation 1,767 1,299  Sponsorship expenses 272 435  (365,079) (341,7)					
Bank charges       257       118         Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7)					
Bad debts       606       2,352         Advertising and promotion       792       1,197         General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7)					
Advertising and promotion 792 1,197  General office expenses 27,084 27,870  Sundry expenses 884 56  Depreciation 1,767 1,299  Sponsorship expenses 272 435  (365,079) (341,7)	_				
General office expenses       27,084       27,870         Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7)					
Sundry expenses       884       56         Depreciation       1,767       1,299         Sponsorship expenses       272       435         (365,079)       (341,7)         ———————————————————————————————————					
Depreciation 1,767 1,299 Sponsorship expenses 272 435 ————————————————————————————————————					
Sponsorship expenses       272       435         (365,079)       (341,7)         ————————————————————————————————————					
Operating surplus 35 606 28 3			(365,079)		(341,769)
operating striples	Operating surplus		35,606		28,331

# DETAILED TRADING AND INCOME AND EXPENDITURE ACCOUNT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

	£	2019 £	£	2018 £
Interest payable and similar expenses Bank overdraft interest payable		-		(30)
Surplus before taxation	5.79%	35,606	4.68%	28,301